

USAID/MEXICO
FY 2000
RESULTS REVIEW AND
RESOURCE REQUEST

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ACRONYMS

ADR	Alternate Dispute Resolution
ARA	US State Department Latin American Bureau
AVSC	AVSC International
BSP	Biodiversity Support Program
CA	Cooperating Agency
CCP	Central Contraceptive Procurement
CENAVID	Center for Attention to Victims of Crime (Centro para la Atención a Víctimas del Delito)
CFE	Electric Federal Commission (Comisión Federal de Electricidad)
CFL	Compact Fluorescent Lamp
CMPL	Mexican Center for Cleaner Production (Centro Mexicano para la Producción más Limpia)
CONAE	National Energy Saving Commission (Comisión Nacional para el Ahorro de Energía)
CONAPO	National Population Council (Consejo Nacional de Población)
CONASIDA	Mexico National AIDS Control Program
CSM/SOMARC	Contraceptive Social Marketing Project
EE	Energy Efficiency
ESCOs	Energy/Environment Service Companies
FEMAP	Mexican Federation of Private Health and Community Development Associations (Federación Mexicana de Asociaciones Privadas de Salud y Desarrollo Comunitario)
FHI	Family Health International
FIDE	Electric Energy Savings Trust Fund (Fideicomiso de Ahorro de Energía Eléctrica)
FIRCO	Shared Risk Trust Fund (Fideicomiso de Riesgo Compartido)
FJC	US Federal Judicial Council
FPLM/JSI	Family Planning Logistics Management/John Snow, Inc.
FPMD/MSH	Family Planning Management Development/Management Sciences for Health
GCC	Global Climate Change
GEF	Global Environment Facility
G/ENV/EET	Global Center for Environment/Office of Energy, Environment, and Technology
GOM	Government of Mexico
ICMA	International City/County Managers Association
IDB	Inter-American Development Bank
IMPI	Mexican Patent Office
IMSS	Mexican Social Security Institute (Instituto Mexicano del Seguro Social)
INC	International Narcotics Control Foreign Assistance Funds
INL	International Narcotics Liaison
INOPAL	The Population Council Operations Research Project
IPO	Mexican Industrial Property Office
IPPF	International Planned Parenthood Federation
ISSSTE	Government Workers' Institute for Security and Social Services (Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado)

ITAM	Mexican Technological Institute (Instituto Tecnológico Autónomo de Mexico)
MEXFAM	Mexican Family Planning Foundation (Fundación Mexicana para la Planeación Familiar)
MCD	Citizens' Democracy Movement (Movimiento Ciudadano por la Democracia)
MOH	Ministry of Health
MOU	Memorandum of Understanding
NAFTA	North American Free Trade Agreement
NCSC	National Center for State Courts
NGO	Non-governmental organization
OFHEO	U.S. Office of Federal Housing Enterprise Oversight
PASA	Participatory Agency Service Agreement
PCS	Population Communication Services, Johns Hopkins University
PiP	Parks in Peril
PP	Pollution Prevention
PRIME	Training project of INTRAH (International Training in Health)
PRONASOL	Proyecto Nacional de Solidaridad
PV	Photovoltaic
PVO	Private Voluntary Organization
RE	Renewable Energy
SSA	Health Secretariat (Secretaría de Salubridad y Asistencia)
SUNY	State University of New York
USDOE	U. S. Department of Energy
UT Austin	University of Texas at Austin

I. FACTORS AFFECTING PROGRAM PERFORMANCE

1. Introduction

USAID/Mexico is submitting a new, five-year Country Strategy FY 1999-FY 2003. The strategy presents an overview of the existing assistance environment in Mexico, the Mission's strategy for achieving proposed strategic and special objectives and the resource requirements needed to implement it. This Results Review (R4) report provides an assessment of Mission program performance for fiscal year FY 1997 based on the DAEC decisions and terms of the Management Contract sent to the field via cable dated July 17, 1996. In addition, the R4 report covers staffing and budget requirements for FY 1999- FY 2000. Given that objectives (SOs/SpOs) have been revised under the new Country Strategy, performance targets beyond 1998 have been deleted from the accompanying tables.

The FY 1997 USAID/Mexico program pursued two strategic objectives and two special objectives. These are linked and contributed directly to four of the Agency's six goal areas. The Mission's SOs/SpOs are:

- SO 1 -** ***Sustainable increase in contraceptive prevalence.*** (Agency goal: Stabilizing World Population Growth and Protecting Human Health);
- SO 2 -** ***Environmentally sound natural resource and energy use increased.*** (Agency goal: World's Environment Protected for Long-Term Sustainability);
- SpO 1 -** ***Strengthened capacity of target institutions to deal with selected democracy/human rights issues.*** (Agency goal: Democracy and good governance strengthened);
- SpO 2** ***Increased availability of information of modes of transmission and prevention of HIV/AIDS.*** (Agency goal: Stabilizing World Population Growth and Protecting Human Health).

2. Significant Changes in the Development Context and Their Effect on Achieving Program Objectives

Population: The population activities of the USAID/Mexico program are currently being implemented with GOM agencies and U.S./Mexico NGOs and center on improving and ensuring sustainability of family planning services in rural areas and the poorest peri-urban areas of Mexico City. In FY 1997, the overall assistance environment in this sector remained strong, despite the tighter budget support levels. The GOM is committed to assuring the availability of family planning and reproductive health services to its people. The one principal constraint to achieving the performance targets of SO 1 within the private sector program was the serious deterioration of purchasing power of target populations. This is reflected in the continuing drop in consumer consumption expenditures in 1997, which are not expected to regain their 1994 levels until 1999 or 2000 on a per capita basis. This factor most notably impacted negatively the private sector activities of IR 2, which seek to increase use of NGOs' family planning services in target areas. However, it is expected the population partners will continue to meet or exceed targets in FY 1998 and beyond, despite planned closeout in FY 1998 (private sector) and FY 1999 (public sector).

Environment: While concern for and awareness of environmental problems in Mexico continue to grow at all levels, financial support for climate change mitigation and biodiversity conservation at times still is short circuited by macro-economic factors, sovereignty issues, and the perceived "development destiny" of the country. Although Mexico's national development strategy continues to be couched in a "sustainable development" context, and some enlightened political and business leaders use environmental soundness criteria in their decision-making, environmental deterioration continues on many fronts and the challenges of reversing the trends are ever growing -- fueled primarily by population growth and increasing levels of rural poverty.

At the local/pilot level where USAID assistance occurs, successes have been documented across the board and attitudes are changing. In almost all cases, energy has been saved, pollution prevented, forests protected and biodiversity conserved -- and in the process stakeholders convinced that there are alternatives to environmental deterioration and poverty. The major development challenge faced, however, is how to replicate these local successes at the regional or national level with limited financial and human resources. In this regard, replication of USAID pilots is also beginning to take place - but not in a very systematic nor massive way. Multilateral and national funding is now coming on board to expand and replicate USAID-supported activities in biodiversity conservation, energy efficiency, renewables and forestry -- but support for environmental development is insufficient and progress slow.

A combination of factors over the last six months in Mexico, including drought provoked by the "el Niño", heavy frosts during December/97-January/98, and high urban pollution levels, have led to a record number of forest fires, serious environmental/health stresses and concern throughout Mexico. This is putting additional pressures on political powers at all levels to become more proactive and supportive of environmental protection. Indicators of increased environmental awareness are there. Examples include: 1) a willingness to act on the part of the Mexico City government that is higher now than in any time in the past; and 2) climate change cooperation is now being introduced as one of the main topics of discussion on the environment agenda for this year's Binationals scheduled for June 11th in Washington, D.C.

Democracy: The July 1997 election represented a new era in the history of Mexico. International observers concluded that Mexico's elections have become more transparent and more competitive. Over 1,000,000 Mexican citizens participated in election day activities as voluntary poll workers for the Federal Electoral Commission or observers for NGOs or political parties, an unprecedented event, demonstrating the growing civic responsibility of Mexicans and their increasing confidence in the new electoral system. In addition, the country's system of government is becoming more pluralistic, with power shifting away from the President and toward Congress, the states, municipalities and civil society. Multi-party democracy in Mexico remains a work in progress, but that progress is more evident today than ever before.

While recent institutional reforms, increasing electoral competition, and greater levels of citizen participation are producing unprecedented levels of democratic change in Mexico, these developments have occurred in a political environment still confronting many challenges to democracy. Corruption, human rights abuses and public insecurity are deep-rooted problems that continue to challenge the progress of Mexico's democratic transition nationwide. As a response to the crime problem, the federal government announced plans for major reforms in the federal attorney general's office (PGR) and federal police forces. The Federal Judicial Council continued to make progress implementing the federal judicial reforms

started in 1994. In 1997, the number of first instance judges selected by examination increased from 12% to 25%, and the number of appellate court judges selected by examination increased to 66%.

In the southern states of Oaxaca, Guerrero and Chiapas, politically-motivated violence continues. The situation in all three states, and in Chiapas in particular, raises deep concerns in Mexico about human rights abuses, the role of paramilitary groups, and a general situation of increasing militarization in the countryside. The Chiapas peace process has been a focal point of activities for many civil society groups and citizens around the country and particularly in the national capital.

Yet as the deep challenges to democracy continue to confront Mexicans and their government at many levels, the changes that have been registered recently in Mexico's political arena are significant and warrant support. The Institutional Revolutionary Party lost control of the Chamber of Deputies for the first time since the party's founding 70 years ago. The PRD's Cuauhtémoc Cárdenas was elected mayor of Mexico City, and PAN candidates prevailed in two important gubernatorial contests. The percentage of Mexicans living under opposition party controlled state or Federal District governments increased to 32%.

While Mexico's constitutional ban against reelection has not changed, electoral competition is forcing parties to become more responsive to citizen demands. In November 1997, the new opposition-dominated Congress emerged as a significant player after successfully requiring major concessions and amendments to the President's 1998 National Budget Proposal. At the local level, political competition led each party to establish municipal associations to strengthen the capacity of their city administrations to delivery better services.

HIV/AIDS: AIDS has become a more visible problem in Mexico as evidenced by its rank among causes of death nationwide. Along with increasing visibility has come a growing commitment on the part of the GOM to dealing with the problem, a greater openness to collaboration, and a growing insistence of civil society on policy change, especially with respect to universal access to the new and costly antiretroviral drug regimens. Though prevention remains the declared priority, political pressure is great to meet demands for the new drug therapies, thereby jeopardizing commitment and resources for HIV/AIDS prevention.

Under health reform and the decentralization process, decisions about HIV/AIDS/STI services and information will increasingly be made by the individual states which have traditionally little experience in the area, and where the need is still great, especially in Mexico's southern states, to address common infections and malnutrition. The decentralization process provides an important opportunity for program directors, state-level HIV/AIDS advocates, NGOs and other stakeholders: as more decisions are being made at the state level, these groups are in much closer proximity to the decision-makers and can have more influence on the policy process.

Under health reform the National Council for AIDS Prevention and Control (CONASIDA) was elevated within the Ministry of Health (MOH) structure with an increase in mandate and budget. CONASIDA's mandate includes establishing and promulgating national guidelines for HIV/AIDS and sexually transmitted diseases (STIs) and evaluating and supervising states' adherence to national standards and performance against national objectives in HIV/AIDS/STI prevention and care.

Curbing the AIDS epidemic is complicated by the high mobility, both internal and cross-border, of Mexican workers and the numbers of transient persons crossing the southern border from Central America. Cultural taboos on discussing sexually transmitted diseases, the cultural acceptability of multiple partners for men (machismo), stigmatization of HIV infected people, and a reluctance to acknowledge the risk of infection constitute challenges in controlling the spread of HIV in Mexico.

According to World Bank definitions, Mexico has a "concentrated" (as opposed to a "nascent" or "generalized") HIV/AIDS epidemic. That is, HIV has risen to high levels among those with the riskiest behaviors and is poised to spread more widely to the rest of the population. With strategic use of resources for prevention now, the epidemic can be contained. This is vastly preferable, both in dollars and in good will, to dealing with the consequences of the disease once it has spread widely.

3. Key Global Climate Change Country Status Report

USAID/Mexico proposes to maintain global climate change (GCC) as one of two primary goal areas of the environment program, slightly increase its support for GCC mitigation, and maintain a level-of-effort of at least \$5.0 Million/year. On March 31, 1998, the Mission authorized the Environment SO Results Framework and umbrella project (No. 523-4011-Mexico Environmental Management Project) under the single SO results framework that has existed since 1994. This umbrella project will serve as the obligation instrument for all future ENV activities to be directly funded by USAID/Mexico. During the period February-March, 1998, in discussions with LAC/RSD/E and G/ENV, agreement was reached to split this single Mexico ENV SO into two separate Strategic Objectives - one covering the green side and the other the brown side of the program. For the most part, this was motivated by the need to comply with technical audit requirements, as well as to provide the increased rigor needed for performance indicator reporting. Since that decision was made, considerable work and several coordination sessions with partner organizations have allowed USAID/Mexico to progress a long way in the development of revised indicators and work plans that will lead to the definitive results frameworks. Once this strategy piece is approved, USAID/M/ENV will present revised results frameworks with the program organized under two SOs. The Mission will report performance to LAC for 1999 and into the future based on these new results frameworks.

Subsequent to the Mission agreement on a dual-SO program, and the approval of the Agency GCC Initiative, the Global Environment Center sent to the field a new Agency GCC results framework and set of performance indicators. USAID/Mexico will provide all information available from its own performance monitoring program, but undoubtedly additional time and effort will be necessary to meet all of Global's needs. Partner organizations in Mexico will have to be tasked to provide additional data, and work will have to be done to monitor and verify that data collection. The additional manpower and resources needed to meet this broader Agency-wide GCC framework will have to be derived from USAID/W.

4. Summary of CDIE Follow-Up Analyses

USAID, and specifically the USAID/Mexico environment program, has supported the development over the past several years of a useful and highly successful institutional strengthening framework/checklist. This work was done by a key partner organization, The Nature Conservancy, as an indicator/monitoring and evaluation tool for use in the Parks-in-Peril program. This framework is now being applied by other technical programs within

USAID/M, such as Democracy and Energy, and would likely have broad application throughout the Agency.

5. Environmental Compliance

SO 1 Population: There are no population activities that require an environmental examination or environmental assessment.

SO 2 Environment: LAC/DR/E and USAID/Mexico recently prepared a revised Initial Environmental Examination for the Mexico Environmental Management Project (No. 523-4011). This umbrella environmental project will serve as the obligating instrument for all future Mission environment SO activities. This IEE was approved by the USAID/Mexico Representative on March 4, 1998, and is in the process of being reviewed and approved by the LAC chief environmental officer. Implementation of the determinations of this IEE are ongoing.

SpO 1 Democracy: USAID/Mexico submitted the following Congressional Notifications for Democracy activities: Elections, 523-4008; Judicial Exchange, 523-4009; Local Governance, 523-4010; and Congressional Support, 523-4013. All of these activities will need environmental compliance reviews.

SpO 2 HIV/AIDS: IEE approval will be requested for the following HIV/AIDS activities. Detailed descriptions of these activities will be submitted to the LAC Environmental Advisor for IEE determination.

- Training, Follow-Up and Supervision of Adolescent Peer Educators (523-G-00-97-00012-00)
- AIDS Training for Replication of Information in Michoacán State (523-G-00-94-00040-00)
- AIDS Prevention on Mexico's Southern Border: Truckers Study (523-598-0616-97039)
- AIDS Prevention on Mexico's Southern Border: Intervention in Cd. Hidalgo (523-S-97-06012-00)
- AIDS Education in Oaxaca (523-598-0616-97031)
- Impact of Health Reform on State Policies and Budgets for Sexually Transmitted Diseases and HIV/AIDS (598-0616.23-523-6009)

II. PROGRESS TOWARD OBJECTIVES

USAID/MEXICO PERFORMANCE SUMMARY SELF-ASSESSMENT

Objective Name	Rating	Evaluation Findings
SO 1: Sustainable increase in Contraceptive Prevalence	MET	Based on feedback from partners and qualitative and quantitative surveys performed, USAID/Mexico determined that performance met expectations. A public sector review will be held in August 1998 to determine progress towards intermediate results.
SO 2: Environmentally-sound Natural Resource and Energy Use Increased	MET	<p>Biodiversity: The first in a series of three prioritization exercises for Mexican ecosystems was completed, leading to the identification of 155 priority terrestrial regions. Similar marine/coastal and aquatic prioritization exercises are planned for FY 1998.</p> <p>Global Climate Change: As a follow-up to completed Mexico Climate Change Country Study and Action Plan work, an analysis of 13 promising technologies was carried out yielding a rough cost/benefit assessment for each, from technical, economic, and policy perspectives.</p>
SpO 2: Strengthened Capacity of Target Institutions to Deal with Selected Democracy/Human Rights Issues	EXCEEDED	Based on feedback from partners and U.S. Embassy Democracy team, as well as an evaluation of electoral assistance, USAID/Mexico determined that performance exceeded expectations.
SpO 3: Increased availability of Information on Modes of Transmission and Prevention of HIV/AIDS	MET	Based on grantee and contractor records, USAID/Mexico determined that performance met expectations.
Percent funding through NGOs/PVOs: FY 1998 46%; FY 1999 48%; FY 2000 46%		

A. Strategic Objective No. 1 - Sustainable increase in contraceptive prevalence

1. Performance Analysis

(a) Immediate Past Performance

Although there were important external events in FY 1997 that could have had a negative influence on SO performance, primarily deterioration of purchasing power of our target population, the population assistance environment in Mexico remains strong. Mexico is committed to assuring the availability of family planning and reproductive health services to its people, despite budget cuts and opposition to these activities from conservative groups. The political leadership, supportive of family planning, has been stable. Other international donors remain committed as well, and continue to support both the public and NGO sectors.

SO: Sustainable increase in contraceptive prevalence: While contraceptive prevalence was not measured in FY 1997, USAID/Mexico is confident that progress toward the SO was positive. Since overall progress in the area has been sufficiently positive, and the needs for quality of care continue to be great, USAID/Mexico is proposing within the Country Strategy for FY 1999-FY 2003, concluding the original SO of increasing contraceptive prevalence, and dedicating all resources from now until the close-out of the population program to improving the quality of reproductive health services.

Intermediate Result 1: Increased availability of quality family planning services in target areas.

IR Indicators 1.1 (No. of service delivery points in target areas, and percent in which family planning services are available), 1.2 (No. of providers of family health services who provide family planning services in target areas), and 1.3 (No. of people trained per year in family planning service provision in public sector target areas), met or exceeded targets and generally showed improvements from last year's indicators. This shows continued commitment on the part of the GOM and the NGOs in assuring the availability of quality family planning services.

Intermediate Result 2: Increased use of family planning services in target areas

The results of the GOM indicator under this IR (No. of new users of public sector family planning services per year) met the FY 1997 target. The private sector achievement, however, fell short of the target, primarily because of the NGOs' shifting emphasis from only family planning services for needy populations, to a wide range of reproductive health services, for both the needy and paying populations.

Intermediate Result 3: Increased sustainability of family planning delivery systems in target areas.

The results of the GOM indicator under this IR Indicator (total annual Government of Mexico family planning budget) have far exceeded our expectations. The GOM's obligation under the USAID/Mexico-GOM Memorandum of Understanding (MOU), to match the U.S. government's \$50 million contribution, was fulfilled during the first year of implementation of the MOU. The indicators measuring private sector sustainability generally met the FY 1997 target.

(b) Performance Trend

The indicators measuring private sector program performance are the most remarkable in their trends over the life of the SO, reflecting the difficulties faced by the two key NGOs in simultaneously trying to provide family planning services to the neediest populations, and increasing their possibilities for survival by charging for services. IR Indicator 2.2 shows drastically decreasing amounts of CYPs per year starting in 1994, due at first to user desertion after the NGOs began charging for services, then due more recently to the NGOs' greater focus on diversified services, providing both NGOs with the opportunity for greater cost recovery than a program based solely on family planning.

IR Indicators 3.2 and 3.3 are meant to demonstrate increasing sustainability and decreasing dependence on USAID funds. Between 1996 and 1997, MEXFAM had very significant improvements, and FEMAP, while slower, showed improvements as well. The Indicator 3.2 result for MEXFAM demonstrates the strong performance of the Centros de Servicios Médicos (Medical Services Centers) in FY 1997. The majority of these Centers reached the break-even point in FY 1997, and many generated additional funds. Indicator 3.3, dependency on USAID funding, shows that both NGOs decreased their dependence on USAID funds from 1996 to 1997, but MEXFAM decreased at a faster rate than FEMAP. This is primarily due to MEXFAM's securing of other donors during FY 1997, while the effect of other donor contributions to FEMAP will not be seen until FY 1998.

2. Expected Progress through FY 2000 and Management Actions

USAID/Mexico expects that its population counterparts will continue to meet or exceed targets. In the FY 1998 R4, most of the indicators will be closed out, as the program makes the transition from a strategic objective for increasing contraceptive prevalence, to a special objective on improving the quality of reproductive health services.

In the private sector, USAID/Mexico expects the key NGOs to reach the targets set for 1998 in the quality and use IRs. The NGOs are not as likely, however, to reach the 1998 sustainability targets. This will not affect USAID/Mexico's decision to proceed with close-out, however, because both NGOs have clearly stated that external donations will continue to be an important part of their budgets, thereby allowing the NGOs to continue to provide high quality services to the needy in their target areas.

In the public sector, the current indicators will continue to be measured until new ones are determined during the August 1998 review of the public sector program. The new indicators will measure achievements in the areas of quality and informed consent, and given the GOM's commitment to these areas, USAID/Mexico is confident that the performance prospects will be positive. GOM activities are already being carried out by the Ministry of Health (SSA), the two social security institutes (ISSSTE and IMSS), and the National Population Council (CONAPO) to increase quality of reproductive health care through better counseling, training, and educational communication, and strengthened focus on the Mexican Official Family Planning Norms and informed consent. Institutional activities and the CAs providing technical and financial assistance include:

SSA: Training of trainers and services providers in communication, including counseling, informed consent, interpersonal communication, and family planning norms (PCS); continued design and implementation of integrated supervision visits (AVSC); research on the impact of training on users' and service providers' satisfaction (AVSC); dissemination of results of a

study on the implementation of a reproductive health focus through printed materials and state-level workshops (INOPAL); and dissemination of the Mexican Official Family Planning Norms and production of materials for "translating" the norms for both users and service providers (Pathfinder).

ISSSTE: Continuation of theoretical family planning and reproductive health training for service providers, with emphasis on informed choice and informed consent (Pathfinder); strengthening of the quality of family planning and reproductive health services through the following strategies: attention oriented to users, integrated and improved supervision, with emphasis on informed consent (AVSC); training of trainers in counseling and informed consent, and extension of this training to service providers in the priority states (AVSC); training of health team members in the strategy of sexual and reproductive health promotion and education mobile units for youth (Pathfinder); and reproduction and distribution of educational materials for users and service providers, informing both groups on reproductive health, and the rights and obligations of users and service providers (AVSC, Pathfinder, PCS).

IMSS: Continued design and implementation of integrated supervision visits, considering administrative, communication, and medical issues, in order to continue improvement of the quality of services (AVSC and Pathfinder); improvement in the quality of reproductive health services provided to migrant workers and their families, through training of service providers in reproductive health and family planning counseling, and strengthening of regional and state-level Training Centers (AVSC); provision of information to users to insure free and informed choice, including counseling training, and dissemination of the family planning norms and the informed consent norms (AVSC); reproduction and distribution of educational materials for service providers and users, with emphasis on the areas of informed choice, informed consent, and interpersonal communication (Pathfinder); and establishment of an improved institutional training system in integrated reproductive health for first-level personnel, which will contribute to the improvement of training planning, implementation and evaluation (PRIME).

CONAPO: Promotion of awareness, and free, responsible, and informed decision-making (Pathfinder); generation of "informed demand" for family planning services through diffusion of reproductive rights, and ways of exercising them, and promotion of Planificatel, and telephone line offering family planning and reproductive rights information (Pathfinder); promotion of attitudes that favor life planning for individuals, couples, and their families, as well as promotion of communication and decision-making as couples, and greater participation of men in family planning, through the "Planifica, Es Cuestión de Querer" mass media campaign (Pathfinder); and strengthening of the role of institutional agents (health sector, Planificatel, State Population Councils, civil registries, decision-makers, and leaders) in promoting improvements in the quality of family planning information through training in communication, and design and production of educational materials (for example, norms flash cards for service providers, posters for users translating the norms) (Pathfinder).

Once the results of the August 1998 assessment are available, USAID/Mexico and the CAs will work with the Mexican institutions to determine additional areas of need and modify subproject proposals, if necessary.

Audit Results and Modifications to Indicators

Reviewed in the recent audit of the reliability of results report in the USAID/Mexico FY 1996 R4 were population IRs 2.1, 2.2, 2.3 (new users of public sector family planning services,

CYPs for key family planning NGOs, and commercial sales of contraceptives), and 3.1, 3.2, and 3.3 (GOM family planning budget, percent of total costs recovered by key family planning NGOs, and dependence of key family planning NGOs on USAID funding). Five of the indicators were found to be not reliable and one (2.3-commercial sales) was not objectively verifiable. Given these findings, USAID/Mexico, the Cooperating Agencies, and the Mexican counterparts made serious efforts this year to improve the reliability of the population indicators by: securing sufficient documentation from the partners on how the indicator was measured, refining the indicator's definition, assuring financial information from reliable sources and its documentation, reaching consensus with the Global and LAC bureaus on how to measure the indicators, and requesting information from the outset for FY 1997, as well as documentation that the information is from this time period, or if not possible, documentation of the time period and an explanation of why the information is not available for the fiscal year. See data tables for more detailed information on calculating the indicator data. Specifically in the indicators reviewed, the following adjustments were made:

IR 2: Increased use of family planning services in target areas:

IR Indicator 2.1: No. of new users of public sector family planning services per year: documentation of time frame being measured and explanation for not using the fiscal year, and states being included.

IR Indicator 2.2: CYPs per year for key family planning NGOs: CYP equivalents included, as well as time frame used.

IR Indicator 2.3: Commercial sales of contraceptives per year: This indicator was eliminated because the auditors identified that it was not measuring what it was originally intended to measure: progress in overall commercial contraceptive markets. The information provided by the NGOs (in the form of CYPs) was actually a subset of the information provided for indicator 2.2 (CYPs per NGO). Soon after the report "Monitoring Program Performance: USAID/Mexico" was released in 1994, USAID/Mexico realized that getting data on overall contraceptive sales would be difficult, so the decision was made to ask for sales information only from the NGOs. This information was inaccurate, however, in that it was not strictly CYPs from methods sold-donated CYPs were included as well. USAID/Mexico will continue to provide information on the CYP indicator (IR 2.2) for the two key family planning NGOs, MEXFAM and FEMAP. This indicator captures all products (both commercial and donated) that are distributed by these organizations.

IR 3: Increased sustainability of family planning delivery systems in target areas:

IR Indicator 3.1: Total annual Government of Mexico family planning budget (in nominal pesos, real pesos, and real dollars): While USAID/Mexico did have documentation from the appropriate Mexican partner on the amount of nominal pesos, the definition of how this figure was calculated was insufficient, as was the documentation of the average exchange rates and inflation rates. This has been corrected in that we now have sufficient documentation from our counterpart, as well as from financial sources. Lastly, opinions differed among both the GOM and the USG about how to calculate the real peso and real dollar figure. This has been corrected as well (see notes in this indicator's table).

IR Indicator 3.2: Percent of total costs recovered by key family planning NGOs and IR Indicator 3.3: Dependence of key family planning NGOs on USAID funding: The time frame being used is now documented, as is the definition of the indicator.

3. Performance Data Tables

Strategic Objective 1: Sustainable increase in contraceptive prevalence APPROVED: 06/24/94 COUNTRY/ORGANIZATION: USAID/Mexico			
INDICATOR: Contraceptive prevalence in target areas among married women-all methods.			
UNIT OF MEASURE: Percent of married women of reproductive age in target areas using contraception SOURCE: Government of Mexico demographic surveys INDICATOR DESCRIPTION: Period reported: CYs COMMENTS: Target areas are the priority states identified in the USAID/Mexico population strategy: Chiapas, Guanajuato, Guerrero, Hidalgo, Estado de México, Michoacán, Oaxaca, Puebla, and Veracruz. There is no data for 1997 because no national survey was done in 1997.	YEAR	PLANNED	ACTUAL
	1992 (B)	60.0%	58.2%
	1993		No data
	1994		No data
	1995		63.4%
	1996		64.8%
	1997		No data
	1998 (T)	68.7%	

Gender Disaggregation : 100% women

Data Reliability Assessment: HIGH

Immediate Past Performance (FY 1997): NA-no data gathered for FY 1997, therefore this indicator should not be rated.

Strategic Objective 1: Sustainable increase in contraceptive prevalence APPROVED: 06/24/94 COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 1 - Increased availability of quality family planning services in target areas			
INDICATOR 1.1 - No. of service delivery points in target areas, and percent in which family planning services are available.			
UNIT OF MEASURE: Number and percent <hr/> SOURCE: Public sector data: Report published in October 1997: Sistema Nacional de Salud, Boletín de Información Estadística, Recursos y Servicios, Número 16, Vol. II, Year 1996; and Pathfinder reports. Private sector data: NGOs information systems. <hr/> INDICATOR DESCRIPTION: Period reported: CY 1996; information published in FY 1997. Target areas: Public sector: Priority states of Chiapas, Guanajuato, Guerrero, Hidalgo, Estado de México, Michoacán, Oaxaca, Puebla, and Veracruz. Private sector: All service delivery points of two key NGOs (MEXFAM and FEMAP). Types of service delivery points included: 1st level medical units, and 2nd and 3rd level hospitals, as well as community personnel providing services. Number of service delivery points: Public sector: 19,580 Private sector: FEMAP-5,324 MEXFAM-4,547 Total: 29,451 <hr/> COMMENTS: This figure represents the total number of service delivery points in the target areas and the percent where family planning services are provided. Percent in which family planning services are provided: Since family planning services are provided in all medical units, except third level hospitals (239 units of the total 29,451 service delivery points), family planning services are provided in 99.2% of service delivery points.	YEAR	PLANNED	ACTUAL
	1992 (B)	29,191	32,621
	1993	29,891	32,516
	1994	31,084	32,428
	1995	31,691	27,546
	1996	29,372	28,968/99.4%
	1997	30,900	29,451/99.2%
	1998 (T)	30,900	

Gender Disaggregation : NA

Data Reliability Assessment: HIGH

Immediate Past Performance (FY 1997): MET (Achieved 95.3% of target)

Strategic Objective 1: Sustainable increase in contraceptive prevalence APPROVED: 06/24/94 COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 1 - Increased availability of quality family planning services in target areas			
INDICATOR 1.2 - No. of providers of family health services who provide family planning services in target areas.			
UNIT OF MEASURE: Number of people and percent SOURCE: Public sector data: Report published in October 1997: Sistema Nacional de Salud, Boletín de Información Estadística, Recursos y Servicios, Número 16, Vol. II, Year 1996; Private sector data: NGOs information systems. INDICATOR DESCRIPTION: Period reported: CY 1996; information published in FY 1997. Target areas: Public sector: Priority states of Chiapas, Guanajuato, Guerrero, Hidalgo, Estado de México, Michoacán, Oaxaca, Puebla, and Veracruz. Private sector: All service delivery points of two key NGOs (MEXFAM and FEMAP). Types of service delivery providers included: physicians, nurses, and community personnel (traditional midwives, health auxiliaries, and volunteer promoters) Number of service delivery providers: Public sector: 94,595 Private sector: FEMAP-5,284 MEXFAM-7,998 Total: 108,081 COMMENTS: This figure represents the total number of family health service providers in the target areas and the percent who provide family planning services. Percent who provide family planning services: Since family planning services are provided by most services providers in first and second level units, the percentage figure was calculated by dividing the number of providers in 3rd level units, by the total number of providers (14,846/108,081), so family planning services are provided by approximately 86.3% of service providers.	YEAR	PLANNED	ACTUAL
	1992 (B)	89,371	98,625
	1993	100,380	107,786
	1994	108,422	111,935
	1995	115,189	110,805
	1996	117,700	98,913 80%
	1997	122,353	108,081 86.3%
	1998 (T)	101,595	

Gender Disaggregation :

Public sector service providers: Data not available

Private sector service providers (MEXFAM and FEMAP):	Women:	11,214	83%
	Men:	2,272	17%
	Total:	13,486	100%

Data Reliability Assessment: HIGH

Immediate Past Performance (FY 1997): FELL SHORT (Achieved 88% of target)

Strategic Objective 1: Sustainable increase in contraceptive prevalence APPROVED: 06/24/94 COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 1 - Increased availability of quality family planning services in target areas			
INDICATOR 1.3 - No. of people trained per year in family planning service provision in public sector target areas			
UNIT OF MEASURE: Number of people SOURCE: Pathfinder and AVSC quarterly reports. INDICATOR DESCRIPTION: Period reported: FY 1997 (except in the case of ISSSTE/AVSC training, which is reported on a calendar year basis) Types of service delivery providers trained: physicians, nurses, social workers, traditional midwives, and health auxiliaries COMMENTS: This figure represents the number of people trained in family planning and reproductive health in IMSS, ISSSTE, and SSA with USAID population assistance funds, , in the priority states of Chiapas, Guanajuato, Guerrero, Hidalgo, Estado de México, Michoacán, Oaxaca, Puebla, and Veracruz. FY 1997 Training: Pathfinder: 13,115 AVSC: 2,877 Total: 15,992 GOM service providers Actual numbers of people trained were modified to include those trained with AVSC funds, as follows: FY 1993: 116 FY 1994: 581 FY 1995: 1,450 FY 1996: 1,292 Service providers trained with USAID funds, as compared to the total amount of GOM service providers: 15,992 service providers trained/total of 94,595 service providers in target areas = 17% of service providers in target areas involved in USAID-funded training.	YEAR	PLANNED	ACTUAL
	1993 (B)	1,000	538
	1994	6,000	5,021
	1995	12,000	13,666
	1996	14,000	13,429
	1997	6,000	15,992
	1998 (T)	13,000	

Gender Disaggregation : Data not available.

Data Reliability Assessment: HIGH

Immediate Past Performance (FY 1997): EXCEEDED (Achieved 266% of target)

Strategic Objective 1: Sustainable increase in contraceptive prevalence			
APPROVED: 06/24/94		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: IR 2 - Increased use of family planning services in target areas			
INDICATOR 2.1 - No. of new users of public sector family planning services per year			
UNIT OF MEASURE: Number of users (people) <hr/> SOURCE: GOM reports <hr/> INDICATOR DESCRIPTION: Period reported: July 1996 to June 1997. The Mexican public sector institutions report information on new users to Pathfinder on a semester basis because their information systems function on a semester basis. Number of new users: IMSS: 732,125 SSA: 471,536 ISSSTE: 52,157 Total: 1,255,818 <hr/> COMMENTS: This figure represents the number of clients who received a family planning method for the first time through the service delivery points of the IMSS, ISSSTE, and SSA, in the project states of Chiapas, Guanajuato, Guerrero, Hidalgo, Estado de México, Michoacán, Oaxaca, Puebla, Veracruz, San Luís Potosí, Tamaulipas, Zacatecas, and Jalisco.	YEAR	PLANNED	ACTUAL
	1992 (B)	1,000,000	946,950
	1993	975,000	928,879
	1994	1,060,000	978,863
	1995	1,100,000	1,367,600
	1996	1,150,000	1,255,197
	1997	1,200,000	1,255,818
	1998 (T)	1,300,000	

Gender Disaggregation :

Women:	1,136,599	90.5%
Men (users of vasectomy and condoms):	119,219	9.5%
Total:	1,255,818	100%

Data Reliability Assessment: HIGH

Immediate Past Performance (FY 1997): MET (Achieved 104.6% of target)

Strategic Objective 1: Sustainable increase in contraceptive prevalence APPROVED: 06/24/94 COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 2 - Increased use of family planning services in target areas			
INDICATOR 2.2 - CYPs per year for key family planning NGOs			
UNIT OF MEASURE: CYPs (Couple Years of Protection) SOURCE: Key NGO reports (MEXFAM and FEMAP) INDICATOR DESCRIPTION: Period reported: FY 1997 Number of CYPs: MEXFAM: 179,067 FEMAP: 153,637 Total: 332,704 COMMENTS: Target areas for the private sector are the projects sites of the key NGOs (FEMAP and MEXFAM). The downward trend represents the new reality for MEXFAM and FEMAP-fewer family planning customers and more reproductive health services customers.	YEAR	PLANNED	ACTUAL
	1992 (B)		539,395
	1993		542,001
	1994	398,873	522,356
	1995	577,981	440,916
	1996	614,264	398,220
	1997	651,495	332,704
	1998 (T)	290,000	

CYP equivalents used (MEXFAM and FEMAP):

1 sterilization = MEXFAM 10 CYPs, FEMAP 15 CYPs ¹	150 condoms = 1 CYP
1 Norplant implant = 3.5 CYPs	150 vaginal tablets = 1 CYP
1 IUD insertion = 3.5 CYPs	7.5 spermicide applications = 1 CYP
1 yr supply of bimonthly injectables (6 injs.) = 1 CYP	150 of other barrier methods = 1 CYP
1 yr supply of monthly injectables (13 injs.) = 1 CYP	1 new acceptor of the Billings method = .35 CYP
15 cycles of pills = 1 CYP	1 user trained in the Billings method = 2 CYPs

Gender Disaggregation : Given the CYP distribution below, 17.3% of the CYPs (57,558 CYPs) are attributable to male methods (vasectomy and condoms).

Method	MEXFAM	FEMAP
Female sterilization	25.8%	8.8%
Male sterilization 3.4%	---	---
Norplant	0.5%	---
IUD	52.6%	5.2%
Injectables	0.8%	---
Orals	10.1%	60.3%
Condoms	6.8%	24.8%
Spermicides	---	0.8%

Data Reliability Assessment: MEDIUM

¹The CYP conversion factor differs for surgical methods because IPPF allows each NGO use their own factor when one is available (the case of FEMAP). For all other methods, MEXFAM and FEMAP use the same IPPF conversion factor.

Immediate Past Performance (FY 1997): FELL SHORT (Achieved 51% of target)

Strategic Objective 1: Sustainable increase in contraceptive prevalence					
APPROVED: 06/24/94			COUNTRY/ORGANIZATION: USAID/Mexico		
RESULT NAME: IR 3 - Increased sustainability of family planning delivery systems in target areas					
INDICATOR 3.1 - Total annual Government of Mexico family planning budget					
UNIT OF MEASURE: nominal and real pesos, and real U.S. dollars — SOURCES: See below. — INDICATOR DESCRIPTION: Period reported: CY 1997 See below. — COMMENTS: This indicator tracks sustainability by indicating continued government support of family planning services. See additional comments below.	YEAR	PLANNED (Real US\$)	ACTUAL (Real US\$)	ACTUAL (Nominal Mex\$)	ACTUAL (Real Mex\$)
	1992	50,000,000	63,200,000	196,893,280	196,893,280
	1993	54,000,000	87,200,000	270,834,480	246,213,164
	1994	97,000,000	104,640,000	347,928,000	290,448,284
	1995	110,000,000	336,400,000	2,048,070,480	1,097,731,882
	1996	125,000,000	414,240,000	3,106,800,000	2,521,975,969
	1997	140,000,000	611,228,000	4,930,678,000	4,260,869,000
	1998	700,000,000			

Sources:

Nominal pesos: Consejo Nacional de Población

Real pesos: Average CY 1997 Mexican inflation, Bank of Mexico

Real dollars: Average CY 1997 US inflation, Bureau of Labor Statistics

Average CY 1997 Mexican pesos to US Dollars Exchange Rate, U.S. Treasury.

Equations: Robert Burke, Chief Economist of the LAC Bureau, LAC/DPB

Equivalencies:

Average CY 1997 Mexican inflation = 15.72%

Average CY 1997 US inflation = 1.7%

Average CY 1997 Mexican pesos to US Dollars Exchange Rate: 7.932 Mexican pesos = 1.00 US dollar

Equations:

Nominal pesos: No equation-figure provided directly by the Consejo Nacional de Población

Real pesos = Nominal pesos / Average CY 1997 Mexican inflation

Real dollars = Nominal pesos / Average CY 1997 Mexican pesos to US Dollars Exchange Rate / Average CY 1997 US inflation

Gender Disaggregation : NA

Data Reliability Assessment: HIGH

Immediate Past Performance (FY 1997): EXCEEDED (Achieved 336% of target)

Strategic Objective 1: Sustainable increase in contraceptive prevalence APPROVED: 06/24/94 COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 3 - Increased sustainability of family planning delivery systems in target areas			
INDICATOR 3.2 - Percent of total costs recovered by key family planning NGOs			
UNIT OF MEASURE: Percent SOURCE: Key NGO financial reports (MEXFAM and FEMAP) INDICATOR DESCRIPTION: Period reported: FY 1997 Target areas: Project sites (USAID funded) of the key NGOs. COMMENTS: This indicator tracks long-term sustainability of the two key family planning NGOs (MEXFAM and FEMAP) that provide approximately 90% of the NGO sector services in Mexico. It represents the percent of total NGO costs recovered in FY 1997, through all means of income generation. Calculation of percentage for both NGOs: $\frac{\text{Income generated}}{\text{Total costs}}$ Increasing indicator values represent increasing sustainability. While MEXFAM increased the percentage of income generated from 1996 to 1997, FEMAP's percentage decreased slightly. MEXFAM's increase is most likely due to the strong performance of the Centros de Servicios Médicos in FY 1997. The majority of these Centros reached the break-even point, and many generated additional funds.	YEAR	PLANNED	ACTUAL
	1992 (B)	FEM: MEX:	FEM: N/A MEX: 10.57
	1993	FEM: MEX:	FEM: 30.34 MEX: 16.41
	1994	FEM: 33.28 MEX: 19.70	FEM: 30.41 MEX: 17.36
	1995	FEM: 28.08 MEX: 29.50	FEM: 39.00 MEX: 21.00
	1996	FEM: 33.30 MEX: 24.60	FEM: 44.00 MEX: 29.00
	1997	FEM: 34.04 MEX: 27.18	FEM: 37.46 MEX: 46.00
	1998 (T)	FEM: 42.00 MEX: 29.75	FEM: MEX:

Gender Disaggregation : NA

Data Reliability Assessment: MEDIUM

Immediate Past Performance (FY 1997):

FEMAP: MET (Achieved 110% of target)

MEXFAM: EXCEEDED (Achieved 169% of target)

Strategic Objective 1: Sustainable increase in contraceptive prevalence APPROVED: 06/24/94 COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 3 - Increased sustainability of family planning delivery systems in target areas			
INDICATOR 3.3 - Dependence of key family planning NGOs on USAID funding			
UNIT OF MEASURE: Percent of key NGO budget supplied by USAID/Mexico SOURCE: Key NGO financial reports (MEXFAM and FEMAP) INDICATOR DESCRIPTION: Period reported: FY 1997 Target areas: Project sites (USAID funded) of the key NGOs. Indicator calculation: MEXFAM percentage: $\frac{\text{USAID donation}}{\text{All income}}$ FEMAP percentage: $\frac{\text{USAID funds spent}}{\text{Total costs}}$ These equations are different because it was very difficult for FEMAP to provide us with the information as requested. COMMENTS: This indicator provides a measure of financial sustainability of the NGO sector in the more medium term. The aspect of financial sustainability being tracked is the dependance of the NGO sector on USAID funding, as measured by the percent of the NGO budget that is supplied by USAID. Decreasing indicator values signifies decreasing dependency on USAID funds. Both NGOs decreased their dependence on USAID funds from 1996 to 1997. MEXFAM decreased at a faster rate, however, than FEMAP. This is primarily due to MEXFAM's securing of other donors during FY 1997, while the effect of other donors to FEMAP will not be seen until FY 1998.	YEAR	PLANNED	ACTUAL
	1992 (B)	FEM: MEX:	FEM: N/A MEX: 44.6
	1993	FEM: MEX:	FEM: 52.51 MEX: 37.98
	1994	FEM: 66.58 MEX: 30	FEM: 62.90 MEX: 42.60
	1995	FEM: 46.04 MEX: 20	FEM: 69.00 MEX: 36.85
	1996	FEM: 33.99 MEX: 29.68	FEM: 52.00 MEX: 30.00
	1997	FEM: 34.14 MEX: 26.63	FEM: 46.79 MEX: 14.28
	1998 (T)	FEM: 25.00 MEX: 22.43	FEM: MEX:

Gender Disaggregation : NA

Data Reliability Assessment: LOW

Immediate Past Performance (FY 1997):

FEMAP: FELL SHORT (Achieved 63% of target)

MEXFAM: EXCEEDED (Achieved 146% of target)

B. Strategic Objective No. 2 - Environmentally sound natural resource and energy use increased

1. Performance Analysis

While deforestation rates in/around targeted natural areas were not measured in 1997, all indications, including several major IR 2 evaluations, are that progress on the "green" side of the SO was highly successful. Of the five "green" indicators measured, three met and two exceeded targets. On the "brown" side of the portfolio, performance was generally good. Of the three indicators reported, one exceeded, one met, and one fell below. Those difficulties in performance under this IR were largely due to indicators modifications, the elimination of "replication benefits," and changing signals regarding the monitoring and evaluation of data. The target of CO₂ emissions avoided was met and, overall, pilots of energy efficiency, pollution prevention and renewable energy applications have been successful. Collaboration with partners and other donors, while successful, is evolving and still faces important challenges in both the renewables and RMS areas. Partner strengthening and maintaining a focused approach will be critical to USAID/Mexico's fully meeting or exceeding its long-term "brown" environmental objectives.

IR 2.1 - Adoption of renewable energy, energy efficiency, and pollution prevention technologies and practices in targeted industries and municipalities (replication beyond USAID-funded pilot efforts)

In FY 1997, the USAID/Mexico IR 2.1 program continued pilot activities in energy efficiency, renewable energy and more recently pollution prevention in support of climate change mitigation. This last activity focused on the priority, highly polluting industrial sectors of metal finishing and foundries. Pollution prevention work has been coupled with that of energy efficiency because both share a common audit methodology and a client focus on medium to micro sized enterprises. As a result, program pilots have been able to avoid greenhouse gas emissions, especially CO₂, and simultaneously reduce the generation of pollution/waste materials through the implementation of combined energy/environment audits. Renewable energy activities continue to be a critical component of the program because of their great potential for climate change mitigation, avoiding the expansion of the fossil-fueled national energy grid. The DOE renewables program has implemented solar and wind pilot projects for productive end uses, focusing on agriculture and protected areas management applications. The program, which is now active in eight states and expanding, has generated a high level of commitment from Mexican rural development and environmental organizations.

Through the end of FY 1997, IR 2.1 indicator tables and targets were designed to capture "replication" benefits - work accomplished by partners resulting from USAID assistance, but without direct USAID financing. The technical audit carried out in March, 1998 on the FY 1996 R-4, as well as discussions with LAC and Global Bureau environment team members demonstrated that the documentation and quantification of such "replication" is extremely difficult, if not impossible. To maintain the rigor required by the technical audit/ performance monitoring process, USAID /M has decided to drop "replication effects" from its IR 2.1 indicator targets, and beginning in this R4, measure only direct pilot project impacts and demonstration impacts. This is part of the reason why reported performance is lower than what the Mission previously expected to have.

SO 2 Indicator 1 Carbon dioxide emissions prevented through selected uses

The program was successful in meeting the target of approximately 150,000 metric tons of CO₂ avoided during FY 1997. Performance is based on pilot activities with 147 participating firms/systems. As previously indicated, the additional "replication" benefits that occurred in all three technical areas (EE, RE, PP), which the Mission feels were significant, were not reported. Some of these uncaptured impacts center around a replication of pilot activities carried out by local partners, especially FIDE and FIRCO, with direct support from the IDB and the World Bank. Benefits also include the maturation and consolidation of demonstration methodologies, an increase in technical capabilities, increased financial sustainability, the design and development of national-scale energy efficiency and renewable energy programs, and collaboration with the private sector --manufacturers and vendors-- to ensure market sustainability and replication.

Intermediate Result 1 Adoption of renewable energy and energy efficient technologies and practices

Results under this indicator fell short of expected levels. In part, this was due to an unclear definition and communication to partner organizations of "adoption", and in part by the varied, complicated and frequently lengthy development cycles of the various pilot activities. This has led to an interesting debate between LAC/Global Bureau specialists, contractors, local partner institutions and USAID/Mexico. The Mission has worked hard to eliminate these issues under the revised results framework presented in the Mission strategy and new SO 2 indicator tables.

Indicator 1.1: Number of firms adopting energy efficient and renewable energy technologies and practices

This indicator tracks the number of firms adopting energy efficient motors as part of the high efficiency motors program for the industry under the Industrial Demand Side Management Pilot Project. Renewable systems have not been reported under this indicator, despite the fact that substantial "adoption" is taking place under the DOE/SANDIA program. Under this indicator, of the 102 firms participating, 57 firms (in steam efficiency, high efficiency motors, pollution prevention, and Sustainable Cities/Monterrey) "adopted". Thirteen different pollution prevention/RMS pilots were implemented, monitored and evaluated as part of this indicator performance for 1997.

Indicator 1.2: Number of beneficiaries adopting energy efficient and renewable energy technologies and practices

This indicator reports the number of beneficiaries adopting renewable energy systems. It was considered over-ambitious and unrealistic to measure the number of beneficiaries from the combined energy efficiency/pollution prevention activities, and therefore beneficiaries from the participating Mexican industry are not included. Over 50,000 beneficiaries from the renewables program were reported, resulting from the installation of 90 new systems. Direct beneficiaries were measured project-by-project. Indirect beneficiaries are based on estimations of 2.5 persons per irrigation and water-pumping system, and 10 beneficiaries per protected areas (PAM) system for communications and park facility electrification.

Audit findings: The March 1998 technical audit disclosed that the three IR 2.1 indicators are not objectively verifiable, since no detailed documented evidence had been developed for the

figures reported. More rigorous estimation methodologies are being developed by USAID and energy partner organizations to increase data reliability.

IR 2.2: Improved Management of Protected Areas and their Buffer Zones

The biodiversity program comprises a range of activities which strive to develop adequate protection and management of critical ecosystems within and outside the Mexican Protected Area System. Programs include both protection and sustainable use of biodiversity, and are coupled with policy objectives and NGO strengthening. Many of the sites are tropical and temperate forests which are an important component of the Agency's Global Climate Change Program, because they store carbon and prevent increases in greenhouse gases.

Initial biodiversity programs focused primarily on tropical forests, because they traditionally received the most attention from conservation groups and because they are important to climate change. However, more current global and national biodiversity priority exercises have pointed to the need to conserve a wider range of habitats to meet Mexico's and the Agency's biodiversity conservation goals, in the context of sustainable development. USAID/Mexico is responding to the most current information and advice; as sites graduate from USAID/Mexico support, we will shift the portfolio to include globally important ecosystems. In this process, USAID expects to increase Mexican capability to manage sustainably biological resources at a national level.

As USAID/Mexico achieves its demonstration objectives in the original tropical forest sites, we are refocusing new initiatives on ecosystems identified in these prioritization exercises. Most notably, our current program includes a stronger emphasis on marine and coastal sites including the Caribbean and Gulf of California. The work in the Caribbean will coordinate with G-CAP's Meso American Reef Initiative which promotes regional conservation of the Maya Reef (the Maya reef includes Mexico, Belize and Guatemala). The Marine programs provide unique opportunities in biodiversity conservation because both areas are biodiversity hotspots which are targeted by the GOM for coastal development. USAID/Mexico is trying to influence the sustainability of this development by both strengthening the marine protected area system and by encouraging best practices in coastal development. In addition to the two marine sites, USAID/Mexico is reviewing partner assessments to work in the first two of the new sites, the Sierra Madre and Cuatro Ciénegas, both of which have been identified as ecosystems of international importance.

SO Indicator 2 Average annual deforestation rate reduced in target areas

Because data collection is expensive and changes in deforestation are difficult to detect over short time periods (< 3 years), USAID/Mexico only reports on this indicator every 3-4 years. After experimenting with this indicator USAID/Mexico concluded that 1) baseline data on historical deforestation rates were incomplete and inaccurate, making it difficult to compare program results to prior deforestation rates, and 2) deforestation rates within Mexico are too variable among sites to use a mean deforestation rate throughout the country as a meaningful control. USAID/Mexico had addressed problem 1 by commissioning site specific studies of historical deforestation rates, which will provide reliable baseline data. We have recently received final copies of these reports which will be used to address issue 2 by designing site specific monitoring programs to compare deforestation rates in core protected areas and buffer zones with rates outside the reserve. This more focused approach will allow for an accurate analysis of the effects of USAID/Mexico interventions on deforestation. This data will be collected in FY 1999, and will be reported on in the following R4.

Intermediate Result 2: Improved management of target protected areas and other critical ecosystems.

USAID/Mexico's efforts to improve management of protected areas and other critical ecosystems is the backbone of the biodiversity program. USAID has met or exceeded its targets for the three indicators under this result. Key results include:

- The PiP Program has more than doubled the number of sites that have graduated with 3 more sites achieving adequate management (El Ocote, Sian Ka'an, and La Encrucijada), and a total of 5 sites in Mexico that have adequate management. GOM and State Governments are assuming financial responsibility for many of the reserve staff who were previously employed by the PiP program, showing that the Mexican government is both increasing its financial commitment to the protected area system and is adapting PiP approaches to protected area management. Specifically, in fiscal 1997 the federal government contributed \$360,000 into PiP sites, the State of Chiapas, contributed \$148,000, while municipal governments contributed \$19,000.
- The Coastal Resource Program and Amigos de Sian Ka'an, a Mexican NGO, helped the community committee in Xcalak, a coastal village on the Quintana Roo coast, to develop a proposal to designate the Xcalak coral reef area a National Park. The proposal was formally presented by the community to the Mexican Government, and is now under review. The Xcalak community also developed a community strategy for sustainably managing the fisheries and tourism industries, showing their commitment to participatory based management of marine and coastal resources. This experience is being used as a model for coastal resources management and is beginning to be adopted in other regions of Mexico.
- The Coastal Resource Program has completed a draft of a manual entitled "Manual de Normas Practicas" which outlines best practices for developing tourism enterprises in coastal areas. This is one of the first user friendly guidebooks for coastal development printed in Spanish and is the only document tailored specifically to Mexico's Caribbean coast. They are currently testing its usefulness with private and state developers before printing a final version.
- Conservation International has initiated a priority setting process for biodiversity conservation in the Gulf of California which includes the development of a biodiversity data base and a program to improve the management of the Upper Gulf of California Biosphere Reserve.

Indicator 2.1: Number of core areas demonstrating improved management capability in protected areas

This indicator is measured as the number of protected areas graduated from USAID funding, and is based on the Parks in Peril Consolidation Score Card, which quantifies progress towards managing protected areas effectively. Three additional sites graduated in fiscal 1997: El Ocote, Sian Ka'an, and La Encrucijada. USAID/Mexico also tracks ongoing progress in the two sites that consolidated in 1996 and have found that they are meeting their anticipated management goals. This indicator has met the rigorous requirements of the recent audit (March 1998). After experimenting with this "Scorecard Approach" with the Parks in Peril Program, the strategic objective team has found it to be so useful that it is expanding it to other programs (See Mexico Strategy).

Indicator 2.2: Number of target protected areas and their buffer zones that are being managed according to NGO work plans

In FY 1997 all three target areas met 80% of their targets, our measure of adequate management. This indicator captures the results of activities to improve management of target areas by the Biodiversity Support Program, the World Wildlife Fund, Conservation International, the University of Rhode Island, and their Mexican NGO partners. NGOs which have completed 80% or more of the outputs projected in their work plans are judged as managing their respective target areas satisfactorily. As the table clearly shows, this IR is on track, with all of the target areas meeting the 80% goal. However, because the recent audit revealed some ambiguities in this indicator, USAID/Mexico is proposing to change this indicator for one that is more objective and easier to quantify. This new indicator is presented in the strategy. Our major partners have developed, or are developing, scorecards for their programs which quantify progress towards their results. This new indicator will set targets and measure annual progress on these scorecards and will allow us to directly measure progress towards results rather than estimating results through process measures.

Indicator 2.3: Number of people in target areas participating in sustainable use activities.

USAID/Mexico has well exceeded its targets for this indicator, which reflects the participation of local community members as an essential element in the conservation of protected areas. Projects promote alternative sustainable use activities including organic/intensive agriculture, ecotourism, and organic coffee production and marketing. Although we are exceeding our targets, the recent audit has indicated that this indicator needs to be more verifiable. Our partners are developing stricter definitions for the level of participation an individual needs to show, to be counted in this indicator. These "stricter definitions" are projected in the targets for next year and beyond.

Intermediate Result 3: Improved Mexican non-governmental institutional capacity for preservation of biodiversity.

The Mexico Nature Conservation Fund has exceeded USAID/Mexico's expectations and is serving as a model for environmental funds throughout the LAC region. In addition to funding 76 competitive grants in 1997, it has developed a rigorous, transparent, and fair review process that rivals the best institutional review processes anywhere. The fund has attracted a \$16.5 million contribution from the Global Environment Facility to support the Mexican Protected Area System including 5 sites that USAID has supported. If the Fund had not been capable of managing the GEF funds, they would have been lost to Mexico. All three of the indicators under this intermediate result met the requirements of the recent audit (March 1998).

Indicator 3.1: Establishment and effective management of Mexico Nature Conservation Fund

In 1996 all 6 of the stages of establishment identified in this indicator were completed (see Mexico R4 1996). USAID/Mexico no longer needs to report on this indicator and proposes a new indicator which will document whether the Fund has disbursed its interest income (see strategy indicator tables).

Indicator 3.2: Overall level of Mexican and other donor capitalization of the Mexico Nature Conservation Fund

For the first year, the capitalization of the fund has exceeded USAID's targets due to transfers of GEF funds and GOM funds. The fund has exceeded its target by \$13 million dollar due to a \$16.5 million GEF contribution which will be used to support 10 protected areas of high priority in Mexico.

Indicator 3.3: Number of new grants disbursed each year by the Mexico Nature Conservation Fund

Seventy six projects were funded in FY 1997 in three program areas: Conservation of Ecosystems and Species, Sustainable Use, and Environmental Education. Twenty one grants were awarded to Non-Government Organizations, 49 to Universities and other research institutions, and 6 to Community Based Organizations. This indicator has met its targets.

2. Expected Progress through FY 2000 and Management Actions

IR 2.1. As explained in Part III, under the new Mission strategy this IR is being elevated to an SO. In addition, the "brown" portfolio continues consolidation down to two major activities: the RMS (see below) and the Renewables programs. As previously mentioned, in FY 1998 the energy efficiency and pollution prevention programs will be combined and officially integrated into one Resource Management Systems (RMS) package, managed through a Global Energy IQC. The renewables energy program is being expanded under a new Phase II design. Procurement actions for these RMS and Renewables modifications are already well underway. USAID/Mexico expects that this new SO will continue to meet or exceed targets.

USAID/Mexico's energy program has limited technical staff -- one Mexican PSC energy specialist, and 50% of the Program Director. Therefore, much of the "brown" portfolio has been and will continue to be managed through Global Bureau Contracts and selected Cooperative Agreements, which have proven to be effective ways to share management responsibilities.

IR 2.2. As is the case with IR 2.1, IRs 2.2 and 2.3 are being combined and elevated to the level of an SO. The FY 1997 performance of the "green" portfolio has exceeded expectations and USAID/Mexico expects that the new SO will continue to meet or exceed targets. Three of the 4 major programs in the portfolio use LAC or Global Bureau Cooperative Agreements, allowing USAID/Mexico to leverage administrative and technical expertise from other offices in the Agency. Important management issues are described below; more detailed descriptions of these activities are available in the USAID/Mexico 1998 strategy document.

1. Parks in Peril Program (Cooperative agreement with LAC Bureau): This has been a flagship biodiversity program within the LAC bureau and has resulted in improved management in 8 important protected areas in Mexico. The Parks in Peril Program Evaluation team spent 2 weeks in Mexico (Feb. 1998) evaluating three of the southern sites. Preliminary results from the team indicated that the Mexico PiP program is one of the most successful protected area management programs in the hemisphere. As sites graduate from the PiP program USAID/Mexico is supporting PiP investments in other priority sites. In 1997 the Gulf of California was approved by USAID/Mexico and LAC as a potential new site, and a feasibility study of the Sierra Madre Occidental was initiated. USAID/Mexico is currently

evaluating the possibility of investing in Cuatro Ciénegas, a freshwater ecosystem with international significance.

2. University of Rhode Island Coastal Resource Program (Cooperative agreement with G/ENV/ENR): As a result of their impressive achievements at a localized level in fiscal years 1996 and 1997 (see results from the field), USAID/Mexico has decided to expand the scope of this program and is currently working with URI to develop a 5-year Coastal Zone Management Program in the Caribbean and the Gulf of California. USAID/Mexico is taking advantage of URI's international expertise in Integrated Coastal Management to provide technical assistance to other partners working on marine issues.

3. Biodiversity Support Program (Cooperative agreement with G/ENV/ENR): This program, which has funded the Mexico Ecodevelopment Program, is being revised. After an extensive evaluation of the conservation impacts of the WWF-led eco-development activities, USAID/Mexico has concluded that the program is neither achieving the expected conservation results, nor is it developing adequate NGO capacity in its Mexican partners. To a large degree this is attributable to delayed and insufficient activity monitoring and evaluation. USAID/Mexico is redirecting efforts through the BSP program to support a new initiative with The Nature Conservancy and Pronatura, a Mexican NGO. Pronatura is one of the strongest environmental NGOs in Mexico and has chapters in eight states and several priority areas for biodiversity. The purpose of this initiative is to strengthen the capacity of Pronatura, its affiliates, and other partner NGOs by extending the site-based learning from the Parks in Peril Program as a means to achieving increased protection for ecoregional portfolios of parks and reserves.

4. Conservation International - Mexico Program: USAID/Mexico has been directly supporting Conservation International/Mexico through a debt-for-nature swap program since 1991. C.I.'s program, which currently focuses on two major ecoregions, the Gulf of California and the Montes Azules Biosphere Reserve, has progressed well, but with tremendous challenges given the size and complexity of their chosen management areas. USAID, along with other collaborating donors such as the Packard Foundation, has been assisting C.I. to develop a long-term institutional strengthening program, and to better coordinate conservation efforts with other partner organizations.

3. Performance Data Tables

Strategic Objective 2: Environmentally sound resource and energy use increased.			
APPROVED: 05/16/95		COUNTRY/ORGANIZATION: USAID/Mexico	
SO INDICATOR: Carbon dioxide emissions prevented through selected uses (per year)			
UNIT OF MEASURE: Metric tons of CO ₂	YEAR	PLANNED	ACTUAL
SOURCE: Energy program contractors and partners	1994	23,333	24,000
INDICATOR DESCRIPTION: Tons of carbon dioxide; this is computed using conversion factors for specific energy applications.	1995	141,333	145,000
	1996	153,333	271,250
	1997	158,000	146,000
	1998	158,960	
COMMENTS: All the methodologies for calculating CO ₂ emissions were reviewed and corrected over the 1997 period. That is why 1997 actual figures are below planned levels. This methodology is available for consultation. 1998 planned figure is based on direct USAID support, replication activities are not considered.			

Gender Disaggregation: NA

Data Reliability Assessment: MEDIUM; although the below actions were taken to assess the impact of activities for this indicator, the data is not reliable because external assessments were not carried out.

Immediate Past Performance (FY 1997): MET

Strategic Objective No. 2: Environmentally sound resource and energy use increased.			
APPROVED: 05/16/95		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: IR 1 - Adoption of renewable energy and energy efficient technologies and practices.			
INDICATOR 1.1: Number of firms adopting energy efficient technologies and practices.			
UNIT OF MEASURE: Number of completed audits (cumulative).	YEAR	PLANNED (cumul.)	ACTUAL (cumul.)
SOURCE: Energy Program Contractors	1995	15	19
INDICATOR DESCRIPTION: The program implements energy-efficiency audits in manufacturing firms. This indicator measures the number of firms adopting the recommendations of the audits. Adoption is considered to be adoption by the audited firm of at least 50 percent of the audit recommendations, including all that require either no cost or marginal investment.	1996	20	40
	1997	75	57
	1998	85	
COMMENTS: Local consulting firms hired under the program have completed 57 of the 75 planned energy efficiency/environment audits because of delays in final presentations scheduled in tandem with pollution audits under the EP3 project.	1999	95	

Gender Disaggregation: NA

Data Reliability Assessment: MEDIUM; although the below actions were taken to assess the impact of activities for this indicator, the data is not reliable because external assessments were not carried out.

Immediate Past Performance (FY 1997): FELL SHORT

Strategic Objective 2: Environmentally sound resource and energy use increased.			
APPROVED: 05/16/95		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: IR 1 - Adoption of renewable energy and energy efficient technologies and practices.			
INDICATOR 1.2: Number of beneficiaries adopting renewable energy technologies and practices.			
UNIT OF MEASURE: Numbers of Beneficiaries	YEAR	PLANNED	ACTUAL
SOURCE: Renewable Energy Project Contractors	1994	100	60
INDICATOR DESCRIPTION: This indicator tracks the number of direct and indirect individuals that adopt renewable energy technologies like solar and wind systems. Direct beneficiaries are those people who are being benefitted from the installation of USAID-funded PV or wind systems. Indirect beneficiaries are those under other USAID-supported Mexican agencies like FIRCO, NGO's and state governments .	1995	5,000	dir. 864 <u>ind.3,136</u> 4,000
	1996	7,000	dir.5,000 <u>ind.10,000</u> 15,000
	1997	9,000	dir.5,763 <u>ind.45,356</u> 51,119
	1998	10,000	
COMMENTS: USAID believes that the planning levels initially established by Sandia were based on estimates. Sandia is now working with its partners to decide if adjustment of planned levels for 1998 and 1999 are appropriate in light of project experience to date. Planned levels for phase II of the project are contingent upon the provision of the projected funding levels in USAID and Department of Energy.	1999	12,000	

Gender Disaggregation: NA

Data Reliability Assessment: MEDIUM; although the data is detailed in contractor's reports, the data is not entirely reliable because the data for indirect beneficiaries is estimated and external assessments were not carried out.

Immediate Past Performance (FY 1997): EXCEEDED

Strategic Objective 2: Environmentally sound resource and energy use increased.			
APPROVED: 05/10/94		COUNTRY/ORGANIZATION: USAID/Mexico	
INDICATOR: Average annual deforestation rate in target areas reduced.			
UNIT OF MEASURE: Average percent deforestation per year SOURCE: E/GCC Grantee Reports INDICATOR DESCRIPTION: Rate of deforestation measured through analyses of satellite imagery, aerial photography, and other remote sensing data. COMMENTS: USAID Mexico is designing this indicator (see strategy). In 1996 and 1997 USAID/Mexico supported in depth studies of historical deforestation rates. We are currently analyzing these results and will use them to develop a more directed monitoring program. We anticipate collecting data on this indicator in 1999, 2003, and 2006.	YEAR	PLANNED	ACTUAL
	1973-90(B)	60.0%	1.3%
	1990-93		
	1994		
	1995		
	1996	<1.3%/year	0.9%/yr
	1997	<1.3%/year	No data
	1998 (T)		

Gender Disaggregation: NA

Data Reliability Assessment: NA

Immediate Past Performance (FY 1997): NA

Strategic Objective 2: Environmentally sound resource and energy use increased. APPROVED: 05/10/94 COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 2 - Improved management of target protected areas and their buffer zones.			
INDICATOR 2.1 - Number of core areas in protected areas system demonstrating improved management capability.			
UNIT OF MEASURE: Number of protected areas with adequate management SOURCE: Reports of The Nature Conservancy (TNC) INDICATOR DESCRIPTION: This indicator captures the impact of the Parks in Peril Program (PiP) on strengthening the GOM's (or GOM designate's) capability to manage core protected areas and is based on the Parks in Peril Scorecard. It records the number of core protected areas which have advanced in the following areas: 1) establishment of management and operational plans; 2) installation of data/information system; 3) training of staff; 4) infrastructure improvements as laid out in work plans; and 5) site constituency (support of local communities). This indicator has met the rigorous requirements of the recent audit. After experimenting with this Parks in Peril Scorecard, the strategic objective team is expanding it to our other programs. COMMENTS: Three additional protected areas were included in this indicator in 1997: El Ocote, La Encrucijada, and Sian Ka'an.	YEAR	PLANNED	ACTUAL
	1990 (B)	0	0
	1993		
	1994		
	1995		
	1996	2	2
	1997	5	5
	1998 (T)	6	

Gender Disaggregation: NA

Data Reliability Assessment: HIGH

Immediate Past Performance (FY 1997): MET

Strategic Objective 2: Environmentally sound resource and energy use increased.			
APPROVED: 05/10/94		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: IR 2 - Improved management of target protected areas and their buffer zones.			
INDICATOR 2.2 - Number of target protected areas and their buffer zones being managed according to NGO work plans.			
UNIT OF MEASURE: No. of areas meeting target (80% compliance) <hr/> SOURCE: Reports of BSP, WWF, CI, URI <hr/> INDICATOR DESCRIPTION: NGOs that have completed 80% or more of the goals projected in their work plans are judged as managing their target areas satisfactorily. Each year we receive workplans from our partners followed by annual progress reports. With our partners we estimate the percent of the work plan that has been accomplished. This indicator is not cumulative. Targets are a function of the number of sites in which we are making substantial investments. <hr/> COMMENTS: The eight sites that met their management goals are El Ocote, El Triunfo, Calakmul, Xcalak, Montes Azules, El Cielo, and Sierra Madre. This indicator has been changed to better reflect project results (see strategy).	YEAR	PLANNED	ACTUAL
	1994 (B)	8	8
	1993		
	1994	8	8
	1995	7	7
	1996	7	7
	1997	7	8
	1998 (T)	5	

Gender Disaggregation: NA

Data Reliability Assessment: MEDIUM; This indicator is documented by reliable sources but is too subjective to be objectively verifiable. USAID/Mexico is revising this indicator (see text).

Immediate Past Performance (FY 1997): MET

Strategic Objective 2: Environmentally sound resource and energy use increased.			
APPROVED: 05/10/94		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: IR 2 - Improved management of target protected areas and their buffer zones.			
INDICATOR 2.3 - Number of people in target areas participating in sustainable use activities (gender-disaggregated).			
UNIT OF MEASURE: Number of men/women SOURCE: E/GCC Grantee Reports INDICATOR DESCRIPTION: This indicator reports the number of people who are participating in sustainable use activities and are receiving technical support from USAID programs. COMMENTS: Planned levels will be established each year as part of development of the next year's workplan. Targets for 1998 are lower because the Mexico Ecodevelopment Program will begin to be phased out.	YEAR	PLANNED	ACTUAL
	1995 (B)	Previous Units	Previous Units
	1993		
	1994		
	1995	men/women	men/women
	1996	1777/472	1954/455
	1997	2107/657	6420/2795
	1998 (T)	1400/400	

Gender Disaggregation: NA

Data Reliability Assessment: MEDIUM; Indicator is sufficiently documented and from a reliable source, but clearer criteria need to be developed to determine which people should be counted as participating in an activity.

Immediate Past Performance (FY 1997): EXCEEDED

Strategic Objective 2: Environmentally sound resource and energy use increased.			
APPROVED: 05/10/94		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: IR 3 - Improved Mexican non-governmental institutional capacity for preservation of biodiversity.			
INDICATOR 3.1 - Overall level of Mexican and other donor capitalization of the Mexico Nature Conservation Fund.			
UNIT OF MEASURE: Millions of U.S. dollars (cumulative) SOURCE: Mexico Nature Conservation Fund reports INDICATOR DESCRIPTION: Capitalization of the Fund's endowment from all sources. COMMENTS: ¹ US\$1,000,000 disbursement from GOM. ² US\$500,000 from USAID for institutional development. ³ US\$19,000,000 USAID and US\$2,000,000 GOM. contributions, and \$1,090,000 in interest income which GOM continues to pay on its promised additional US\$8 million capitalization. ⁴ US \$16,480,000 from the World Bank and \$2,490,000 from GOM. ⁵ Includes US\$2,000,000 from GOM.	YEAR	PLANNED	ACTUAL
	1993 (B)		1.0 ¹
	1993		1.0 ¹
	1994	1	1.5 ²
	1995	10	1.5
	1996	30	24 ³
	1997	30 ⁴	43
	1998 (T)	45.2 ⁵	

COMMENTS:

¹ US\$1,000,000 disbursement from GOM.

² US\$500,000 from USAID for institutional development.

³ US\$19,000,000 USAID and US\$2,000,000 GOM. contributions, and \$1,090,000 in interest income which GOM continues to pay on its promised additional US\$8 million capitalization.

⁴ US \$16,480,000 from the World Bank and \$2,490,000 from GOM.

⁵ Includes US\$2,000,000 from GOM.

Gender Disaggregation: NA

Data Reliability Assessment: HIGH

Immediate Past Performance (FY 1997): EXCEEDED by \$13 million (40%)

Strategic Objective 2: Environmentally sound resource and energy use increased.			
APPROVED: 05/10/94		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: IR 3 - Improved Mexican non-governmental institutional capacity for preservation of biodiversity.			
INDICATOR 3.2 - Number of new grants disbursed each year by the Mexico Nature Conservation Fund.			
UNIT OF MEASURE: Number of grants per year SOURCE: Mexico Nature Conservancy Fund reports INDICATOR DESCRIPTION: Amount of funding available for grants depends on the timing of disbursement of funds to the FMCN, since the amount of time the funds are actually in the endowment controls the amount of interest that accrues. Targets are estimated based on projected interest rates. COMMENTS: 76 projects were funded in FY 1997 in three program areas: Conservation of Ecosystems and Species, Sustainable Use, and Environmental Education. Twenty one grants were awarded to Non-Government Organizations, 49 to Universities and other research institutions, and 6 to Community Based Organizations. The Fund is considering funding some larger projects for longer durations, this will reduce the number of grants funded. Targets will be revised if necessary.	YEAR	PLANNED	ACTUAL
	1996 (B)	10	0
	1993		
	1994		
	1995		
	1996	10	0
	1997	77	76
	1998 (T)	100	

Gender Disaggregation: NA

Data Reliability Assessment: HIGH

Immediate Past Performance (FY 1997): MET

C. Special Objective No. 1 - Strengthened capacity of target institutions to deal with selected democracy/human rights issues

1. Performance Analysis

(a) Immediate Past Performance.

USAID/Mexico has made significant progress towards establishing a Democracy Program. Based on three LAC and Global Bureau assessments, the USAID/Mexico Mission developed a four point Strategic Objective, *Strengthened and More Responsive Democratic Institutions and Citizenry* which includes assistance to Federal and State Courts, Local Governments, the National Congress, and Civil Society Organization, especially those working on Electoral Reform. In February 1997, USAID/Mexico hired a full-time Democracy Officer and in April 1997 awarded the first grant to the Movimiento Ciudadano por la Democracia to train observers for the July 1997 elections. In August 1997, USAID/Mexico started the US-Mexico Judicial Exchange with the National Center for State Courts. In September 1997, USAID/Mexico signed cooperative agreements for the US-Mexico Partnership for Municipal Development with the International City Managers Association and for an Alternative Dispute Resolution Pilot Project with the Center for Attention to Crime Victims. Other grants were awarded to the University of Texas at Austin to train federal judges, the National University of Mexico (UNAM) to train state judges and the State University of New York to perform a needs assessment of the National Congress.

Judicial Exchange-- The judicial exchange began in August 1997 and has been highly positive. In November 1997, the Mexican Consejo de la Judicatura Federal and the US Federal Judicial Council signed a Memorandum of Understanding formalizing a multiple year, jointly funded, bilateral exchange program. To date, approximately 25% of all federal judges in Mexico have participated in one or more judicial exchange activities. Since the exchange began, USAID has been receiving frequent requests for judicial reform assistance. USAID sponsored two conferences on the US legal system, one which included a mock trial of a narcotics trafficking case. At the request of the Consejo de la Judicatura, USAID/Mexico provided sets of the US Judicial Codes of Conduct in Spanish and organized a panel of US judges to give a presentation on judicial ethics to federal judges in Mexico. USAID provided logistical support for federal judges to attend several judicial conferences in the US and organized a study tour for federal court administrators on court technology. The latest component of the exchange includes presentations on the Mexican judicial system and judicial reforms by Mexican judges at US Federal Judicial Conferences. The next phase of the exchange program will be a series of border conferences starting in fall 1998 to focus on matters for potential bilateral cooperation such as extradition, organized crime and narcotics trafficking, migration, and commercial trade. In conclusion, the judicial exchange exceeded mission expectations and made significant progress towards establishing bilateral judicial cooperation.

State Courts-- Mexican states also have begun judicial reform. In contrast to federal courts, however, state courts lack sufficient financial resources to meet many of their basic needs. In response to a request from the Consejo de la Judicatura Federal, USAID/Mexico gave a grant to UNAM's Institute of Juridical Research to provide training to state court judges. UNAM, with input from the Mexican Association of State Court Presidents, developed the curriculum for a prototype Masters Program in Judicial Law to provide a standardized judicial education for state court judges throughout the country. The first pilot programs will be implemented in the fall of 1998.

USAID commissioned a study of state judicial reform in the fall of 1997. The resulting report will serve as a national reference guide to successful Mexican judicial reform efforts. It will also help USAID/Mexico develop a model state court program should funding become available. In summary, the state court projects have exceeded mission expectations.

ADR-- Alternative dispute resolution reform has progressed in record time in Mexico, exceeding mission expectations. In just six months, CENAVID (Center for Attention to Victims of Crime), an NGO in Guadalajara, Jalisco successfully lobbied the governor and the state legislature to pass legislation establishing court annexed ADR. By May 1998 CENAVID negotiated a referral process with the state courts, opened two community ADR centers in Guadalajara, and began to receive civil cases referred by the state courts.

Local Governments-- In September 1997, USAID initiated the US-Mexico Partnership for Municipal Development to provide technical assistance to six "model" cities in the state of Jalisco (3 PAN, 2 PRI and 1 PRD). An initial assessment yielded a list of municipality needs, improved finance and administrative systems, increased citizen participation, increased public safety, and improved solid waste and water management. In June 1998, the first technical assistance teams of US municipal professionals from Arizona cities and Mexican technical experts from the PRD and PAN municipal associations will begin work in Jalisco.

Congress-- Many feel that the National Congress will be the next Mexican democratic institution to achieve levels of success comparable to the Federal Electoral Institute (IFE). The Congress has already established a multi-party workgroup to develop a Congressional Budget Office, a General Accounting Office, and a Congressional Research Service. In January 1998, USAID/Mexico completed a diagnostic of the National Congress's technical assistance needs. Congressional members from all parties have responded positively to USAID/Mexico's offer to provide assistance to their reform efforts. In June 1998, USAID/Mexico will select an international NGO partner with experience in strengthening legislatures to manage this activity.

Civil Society and Elections-- The results of this activity exceeded mission expectations. In March 1998, Sally Yudelman of the International Center for Research on Women evaluated as highly successful MCD's nonpartisan citizen education campaign "Ahora Si! Piensa... Luego Vota" for the July 1997 election. The campaign increased the level of NGO participation in local elections around the country. Affiliate organizations learned how to think strategically and use materials (manuals and wall murals) to target and work with diverse sectors of the population. Affiliates also learned that they needed more intensive civic and human rights education and greater technical skills to strengthen their organizations to carry out advocacy campaigns. In 1997, MCD's network grew from 80 to 120 democracy and human rights NGOs in all Mexican states.

MCD trained 415 local citizen advocacy trainers (60% women, 40% male) who are now organizing and giving workshops to thousand of Mexicans on election monitoring, citizen participation in local government programs, and human and civil rights advocacy. MCD also demonstrated its national importance by mobilizing tens of thousands of Mexicans to participate in peaceful demonstrations protesting the Acteal Massacre in Chiapas, and increasing crime and police impunity; by organizing a public referendum against crime, kidnappings and corruption in the state of Morelos; sponsoring national conferences on citizen ethics and Chiapas; and leading observer missions to highlight the plight of indigenous people in Chiapas and victims of Hurricane Paulina in Oaxaca.

(b) Performance Trends

Courts-- Increased political competition has forced the government to become more responsive to citizen needs and demands. Since July 1997, there has been a steady increase in requests from states and institutions under opposition party control for USAID assistance. The federal judiciary in which many PRI appointees still serve, continues to prefer bilateral exchange to more direct reform assistance, while opposition controlled governments, like the City of Mexico, are openly soliciting USAID support for judicial reform

Local Governments-- The decentralization reform movement is gaining momentum at the municipal level. Electoral competition has led to efforts to increase accountability, improve service delivery, and increase citizen participation. Municipal associations are growing and beginning to better articulate their needs and demands to the Congress. In Jalisco the governor is supportive of the municipal movement and encourages participation of all parties in the USAID/Mexico project. The prospects for this project are excellent.

Congress-- Opposition deputies are driving a plural reform movement to strengthen the Congress as a check to the executive. The congressional leadership has promised that it will create a Congressional Budget Office before the end of 1998. Legislators from all parties have responded positively to USAID/Mexico's offer to provide assistance. The offer is timely; a group of deputies already visited the US Congress in February 1998 to look at the US Congressional Budget Office as well as other Congressional areas. Both houses of the Congress have offered funding to complement USAID assistance and are interested in developing results indicators to measure citizen participation.

Civil Society and Elections-- MCD has improved its training program and is reaching more and more local NGOs. "MCD has gone from strength to strength, " as described by Sally Yudelman in her evaluation and will be an increasingly important player in the Mexican democracy movement. Assistance to MCD and its affiliates will be a critical factor in assuring full implementation of and compliance with state electoral reforms.

2. Expected Progress through FY 2000 and Management Actions

Judicial Exchange-- Overall the prospects for performance in the judicial area are excellent. By 2000, the exchange will increase understanding between the courts and legal communities of the US and Mexico and will have begun to provide input to improve bilateral legal and judicial cooperation.

State Courts-- By 2000, the Masters in Judicial Law developed by UNAM will form the basis of judicial education in many of the Mexican states. With further opposition victories, USAID assistance will be significant to directly support state reform efforts and indirectly advance federal judicial reform.

ADR-- By 2000, the ADR centers in Guadalajara will have reduced case load backlogs in target municipalities and have proven the potential of ADR to increase access to justice in Mexico. A national campaign for court annexed ADR reform will be well underway.

Local Governments-- The performance prospects for this assistance are excellent. The municipalities participating in the ICMA project will show major progress on efforts to increase self sufficiency and increase service delivery through improved financial management systems and increased efficiency in tax collection. ICMA estimates that a secondary group of

municipalities surrounding the primary municipalities will also start to show positive progress in the area of financial self-sufficiency. Stronger state and national municipal associations will be advancing decentralization. By 2000, several major municipal reforms will be in place such as increased terms for elected municipal officials and increased direct federal transfers to municipalities.

Congress-- The prospects for success of this project are excellent. By 2000, the Congress will have established their Congressional Budget Office, General Accounting Office, and Congressional Research Service. The Mexican Congress will have implemented its first non-partisan career civil service to staff these three technical offices. This type of career civil service, very uncommon in Mexico, will serve as a pilot experience for many other government offices.

Civil Society and Elections-- MCD and their affiliates will build on the lessons learned in the last elections. MCD is preparing materials and training courses to strengthen the local affiliates efforts and will be the leading NGO in coordination of election observer delegations. Attempts to illegally influence state and local elections will continue, however, electoral competition will steadily increase across the country. By 2000, opposition parties will have won several more states and many more local elections.

3. Performance Data Tables

USAID/Mexico submitted a Results Framework with proposed indicator tables for its democracy Strategic Objective in the Country Strategy. There were no indicator tables for the Special Objective in democracy.

D. Special Objective No. 2 - Improved knowledge of modes of transmission and prevention of HIV/AIDS

1. Performance Analysis

(a) Immediate Past Performance.

In accordance with last year's R4 Review cable, USAID/Mexico prepared a country strategy for all USAID/Mexico objectives including HIV/AIDS. The results framework, timeframe, scope and personnel requirements are incorporated into the Country Strategy for USAID/Mexico FY 1999-FY 2003. The proposed Objective is "enhanced access, quality, and sustainability of HIV/AIDS/STI services and information for vulnerable populations in targeted areas". That Objective will be achieved by accomplishing three Intermediate Results:

- | | |
|------|---|
| IR 1 | Improved HIV/AIDS policy environment at national and subnational levels. |
| IR 2 | Increased availability and use of data for policy development, program design and evaluation, and advocacy. |
| IR 3 | Increased capacity among governmental and non-governmental partners to deliver effective HIV/AIDS/STI services and information. |

Illustrative indicators for measuring progress toward the Objective and Intermediate Results are included in the Performance Data Table of the Country Strategy. A Performance Monitoring Plan with final indicators, baselines and targets will be submitted shortly after the approval of the Country Strategy, in accordance with ADS 201.5.13.

Use of AIDS Reserve: In recognition of the growth of the AIDS epidemic in Mexico, particularly among populations of special relevance to USAID, and Mexico's position as a focal point for the spread of HIV in the region, the LAC Bureau gave USAID/Mexico \$1 million from a special AIDS reserve in FY 1997. The additional funding was used primarily to access field support for key components of the HIV/AIDS strategy: enhancing the policy environment through strategic planning, development of national guidelines for STIs and their integration into HIV/AIDS programs, strengthening of non-governmental organizations, capacity building, and obtaining high quality and credible data to inform policy decisions and improved services. In light of important cross border population flows from Central America into Mexico and north to the U.S., USAID/Mexico is working with CONASIDA on two HIV/AIDS prevention activities on Mexico's southern border where the Pan American highway enters Mexico. Results of these activities will be reported in next year's R-4.

Problem Assessment and Appropriate HIV/AIDS Strategy Developed: The large reservoir of HIV infected people in Mexico, which together with Brazil accounts for 70% of reported AIDS cases in the Americas, and the large circular flows of people crossing our 2000 mile border (there were 300 million border crossings in 1996), create an issue of paramount national interest for the U.S. Escalating infection rates in rural areas of Mexico (the number of new cases is doubling every eight months) are of direct significance. Mexico is also an important land bridge for immigrants from Central America entering the U.S. The combination of mobility, marginalized populations, political strife and poverty in Mexico make it a focal point for the expansion of HIV throughout the Americas. Our current Special Objective was formulated on the premise that information is a necessary condition for adoption of safer sexual behavior, which will ultimately lead to a reduction in HIV transmission. Lessons learned during the first decade of AIDS programs have shown that it is

not enough to provide information; environmental and structural factors which increase vulnerability to HIV infection must also be addressed. For these reasons, USAID/Mexico's Country Strategy calls for HIV/AIDS to be a full Strategic Objective (SO) rather than a Special Objective as in the past.

USAID's Partners: The Government of Mexico (GOM), non-governmental organizations (NGOs) working in HIV/AIDS, people living with AIDS (PLWA), and other donors such as the Pan American Health Organization, World Bank, and the MacArthur Foundation - worked as a team in the development of the strategy. The Global Bureau's Office of Population, Health and Nutrition and LAC Bureau staff provided assistance for the design of the strategy and results framework. Cooperating agencies providing field support also contributed to the elaboration of the strategy through their dialogue with stakeholders, individual assessments and work plans. In addition to input from partners and customers, the new strategy draws on lessons learned from the first decade of AIDS programs around the world and USAID's exploratory work in Mexico under the limited Special Objective "Increased availability of information on modes of transmission and prevention of HIV/AIDS".

Key Achievements in FY 1997: Although previously conceived of as a target of opportunity and limited in scope, this Objective produced important achievements in FY 1997. In the states of Michoacán and Oaxaca USAID/Mexico's NGO partners distributed more than 48,000 printed materials, including posters, pamphlets, information kits, audio cassettes with information on HIV/AIDS in 18 indigenous languages, and comic books aimed at migrant workers and their partners.

AIDS Education: They delivered 248 AIDS talks to more than 12,000 people and trained 2,577 peer educators, most of them women from rural communities with limited access to health care. This level of effort met or exceeded expectations for FY 1997 as evidenced by grantee records.

Public Awareness: An AIDS Walk ("Camina por la Vida") is organized annually by a Oaxacan NGO to promote community awareness and support. Increasing participation in this event is a measure of rising awareness about HIV/AIDS. In its first year (1994), the march drew 500 participants. In 1996 1,500 marched, and in 1997 2000 people turned out for the event.

KAP Survey: A knowledge, attitudes and practices (KAP) survey conducted by an NGO in Oaxaca over the period 1994-1996 showed that knowledge of modes of transmission of HIV increased from 55% to 90% and knowledge about means of prevention increased from 38% to 66%.

Building Local Capacity: Training also was carried out in FY 1997 in support of the Special Objective. Fifteen Mexicans participated in an HIV/AIDS Prevention and Program Planning Workshop. A total of 127 representatives from 30 of 32 Mexican states have participated in the workshops since the first one was offered in September 1994. This has created an important cadre of trained individuals - NGO leaders, journalists, and public health officials - who constitute an important bridge to the new strategy for HIV/AIDS activities in Mexico.

A workshop entitled "Gender Perspectives in Development" organized by USAID/Mexico with the Women in Development Technical Assistance Project (WIDTECH) was held in July 1997. The objective of the workshop was to build capacity to integrate more fully gender and issues of concern to women into the projects and programs of USAID/Mexico and its

partners. Eight representatives of USAID/Mexico partner organizations in HIV/AIDS participated in the event.

(b) Performance Trends

AIDS is becoming a more visible problem in Mexico. It is now the third leading cause of death in men between 24 and 35. Conservative and religious groups continue to oppose public information campaigns on HIV/AIDS, especially those which promote the condom as a means of prevention.

Commitment on the part of our Mexican partners to achieving the proposed objective is high and increasing. The Mexican Minister of Health calls AIDS Mexico's most important public health problem, and Mexican President Zedillo spoke out strongly last month in support of increasing access to HIV/AIDS information and of promotion of condom use for HIV/AIDS prevention.

NGOs have insured a wide audience for prevention messages within their communities, but currently lack the organization, advocacy skills, and the capacity to work together and with the government to influence policy or to incorporate their lessons learned on a wider scale.

Demand for access to the new antiretroviral drugs for all who need them is creating a political and financial dilemma for decision-makers and jeopardizing commitment to AIDS prevention programs as pressure increases to use scarce funds on treatment and medications.

2. Expected Progress through FY 2000 and Management Actions

Due to the magnitude and the long-term commitment required to address HIV/AIDS in Mexico, USAID/Mexico proposes that HIV/AIDS prevention programming in Mexico be designated a Strategic Objective - "Enhanced access, quality, and sustainability of HIV/AIDS/STI services and information for vulnerable populations in targeted areas" - to be achieved through accomplishment of the following Intermediate Results:

IR 1 - Improved HIV/AIDS/STI policy environment at the national level

IR 2 - Increased availability and use of data for policy development, program design and advocacy

IR 3 - Increased capacity of governmental and non-governmental partners to deliver HIV/AIDS/STI services and information.

USAID/Mexico will develop a Performance Monitoring Plan with baselines and targets against which to measure progress.

The outlook for achieving results through FY 2000 is excellent. Mexican Health Ministry (MOH) officials participated in the design of the strategy and have already demonstrated their commitment toward accomplishment of the Intermediate Results. Mexico's health reform calls for transfer of power to the states for administration of funds and provision of services. It is the role of CONASIDA to advise and supervise states to insure that HIV/AIDS/STI is adequately addressed under decentralization. Thus, activities contemplated under the strategy - strategic planning, use of data in program design and evaluation, and increased capacity to deliver services - are high priorities of our Mexican partners.

Because of its mandate as a normative agency, CONASIDA is charged with carrying out supervision and evaluation of state HIV/AIDS/STI programs in order to assess compliance

with national guidelines and procedures. For purposes of evaluation of state programs, the MOH has developed a series of indicators to measure compliance and progress against objectives. Wherever possible, USAID/Mexico will draw on this information to measure and assess progress toward its own goals.

Given the abundance of local capacity in Mexico, the cooperating agencies providing field support will maximize the use of local experts for implementation. Two cooperating agencies plan to contract resident advisors in Mexico who will assist, not only with implementation, but also with monitoring and obtaining and tracking performance data.

Audit Results and Modifications to Indicators

Since no indicators were presented for the HIV/AIDS Special Objective in the 1996 R4, data from HIV/AIDS activities were not examined in the draft reliability of results report prepared in April 1997. However, comments and recommendations in the audit are being followed in preparation of the Performance Monitoring Plan for future HIV/AIDS activities in Mexico.

3. Performance Data Tables

Special Objective 2: Increased Availability of Information on Modes of Transmission and Prevention of HIV/AIDS			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: Items of information produced per year			
INDICATOR: No. of printed materials distributed			
UNIT OF MEASURE: Number of materials SOURCE: Grantee records INDICATOR DESCRIPTION: Period reported: FY 1997 Target areas: States of Michoacán and Oaxaca Includes posters, pamphlets, brochures, information kits, and comic books. COMMENTS:	YEAR	PLANNED	ACTUAL
	1997		48,495

Gender Disaggregation: N/A

Data Reliability Assessment: HIGH

Special Objective 2: Increased Availability of Information on Modes of Transmission and Prevention of HIV/AIDS			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: Items of information produced per year			
INDICATOR: No. of talks conducted			
UNIT OF MEASURE: Number of talks SOURCE: Grantee records INDICATOR DESCRIPTION: Period reported: FY 1997 Target areas: States of Michoacán and Oaxaca Includes educational talks and focus groups COMMENTS: Talks listed above were attended by 12,664 people	YEAR	PLANNED	ACTUAL
	1997		248

Gender Disaggregation: N/A

Data Reliability Assessment: HIGH

Special Objective 2: Increased Availability of Information on Modes of Transmission and Prevention of HIV/AIDS APPROVED:			
COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: Items of information produced per year			
INDICATOR: No. of appearances in the media			
UNIT OF MEASURE: Number of media cites SOURCE: Grantee records INDICATOR DESCRIPTION: Period reported: FY 1997 Target areas: States of Michoacán and Oaxaca Includes newspaper articles and radio and TV interviews COMMENTS:	YEAR	PLANNED	ACTUAL
	1997		51

Gender Disaggregation: N/A

Data Reliability Assessment: MEDIUM

Special Objective 2: Increased Availability of Information on Modes of Transmission and Prevention of HIV/AIDS APPROVED:			
COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 1 - Increased participation of community members and/or organizations in the provision of HIV/AIDS information			
INDICATOR: 1.1 - No. of people enlisted as replicators of information or peer educators			
UNIT OF MEASURE: Number of people SOURCE: Grantee records INDICATOR DESCRIPTION: Period reported: FY 1997 Target areas: States of Michoacán and Oaxaca COMMENTS:	YEAR	PLANNED	ACTUAL
	1997		2,577

Gender Disaggregation: 2,206 women, 371 men

Data Reliability Assessment: MEDIUM

Special Objective 2: Increased Availability of Information on Modes of Transmission and Prevention of HIV/AIDS APPROVED:			
COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 1 - Increased participation of community members and/or organizations in the provision of HIV/AIDS information			
INDICATOR: 1.2 - No. of non-AIDS organizations requesting or supporting the provision of HIV/AIDS information			
UNIT OF MEASURE: Number of organizations SOURCE: Grantee records INDICATOR DESCRIPTION: Period reported: FY 1997 Target areas: States of Michoacán and Oaxaca Does not include individual schools COMMENTS:	YEAR	PLANNED	ACTUAL
	1997		18

Gender Disaggregation: N/A

Data Reliability Assessment: HIGH

Special Objective 2: Increased Availability of Information on Modes of Transmission and Prevention of HIV/AIDS APPROVED:			
COUNTRY/ORGANIZATION: USAID/Mexico			
RESULT NAME: IR 2 - Increased capacity to deliver HIV/AIDS information			
INDICATOR: 2.1- No. of people participating in congresses, conferences or workshops with a communications component			
UNIT OF MEASURE: Number of people SOURCE: Grantee and contractor records INDICATOR DESCRIPTION: Period reported: FY 1997 COMMENTS:	YEAR	PLANNED	ACTUAL
	1997		61

Gender Disaggregation: 42 women, 19 men

Data Reliability Assessment: HIGH

Special Objective 2: Increased Availability of Information on Modes of Transmission and Prevention of HIV/AIDS			
APPROVED:		COUNTRY/ORGANIZATION: USAID/Mexico	
RESULT NAME: IR 2 - Increased capacity to deliver HIV/AIDS information			
INDICATOR: 2.2 - No. of people trained in HIV/AIDS communications and program planning			
UNIT OF MEASURE: Number of people SOURCE: Grantee and contractor records INDICATOR DESCRIPTION: Period reported: FY 1997 COMMENTS:	YEAR	PLANNED	ACTUAL
	1997		15

Gender Disaggregation: 6 women, 9 men

Data Reliability Assessment: HIGH

III. STATUS OF THE MANAGEMENT CONTRACT

A. SO 1: Sustainable increase in contraceptive prevalence

The numbered statements below are from last year's Management Contract. See below proposed revisions for approval for each statement.

1. USAID-supported population activities with private sector organizations will end September 30, 1998.

Proposed revision for approval: None.

2. The Mission may propose a short extension of public sector family planning activities from the current June 1998 phase-out date as part of the strategic plan.

Proposed revision for approval: Given the events of late 1997 and early 1998 regarding concerns with the quality of reproductive health services, and the review planned to take place in August 1998 to determine improvements in the areas of quality and informed consent, USAID/Mexico is proposing to change the June "original phase-out date" to September 30, 1998.

Proposed revision for approval: Considering again the new focus of the population program on quality and the achievements to date in both the public and private sectors in family planning use and sustainability of services, USAID/Mexico is proposing within the Country Strategy 1999-2003 to conclude the SO of sustainable increase in contraceptive prevalence, and begin a Special Objective of sustained improvement in the quality of reproductive health services. Pending the results of the August 1998 review, USAID/Mexico will most likely propose that the public sector be extended an additional six months, from October 1998 to March 1999, primarily to insure institutionalization of quality of care measures.

Proposed revision for approval: USAID/Mexico is requesting permission to use the funds assigned to carry out the population SO, sustainable increase in contraceptive prevalence, to implement the SpO, sustainable improvement in the quality of reproductive health services.

3. The strategic plan should incorporate the workplan for public sector activities [under an MOU extension] which is to be submitted to USAID/W by the end of CY 1997.

Proposed revision for approval: Since USAID/W and USAID/Mexico were still in negotiations with the Mexican institutions at the end of CY 1997 and during the first quarter of CY 1998, this workplan was not submitted. Although an extension of the MOU is no longer going to occur, a description of activities to be carried out through close-out, however, is included in the Country Strategy and in this R4 document.

4. The Mission should define the nature of [the] proposed new partnership, including proposed content, respective roles, funding and human resource management implications, and time frame, and include this description in the strategic plan.

Proposed revision for approval: The new partnership is no longer going to be proposed, so no description is included in the Country Strategy. USAID/Mexico considers, however, that Mexico is an ideal country for this type of partnership given the strong technical capacity of the population counterparts. We highly recommend that USAID/Washington consider Mexico

when developing its future regional workplans, albeit in the absence of a bilateral population strategy.

5. It was agreed that the Mission's request level of dols 1.0 million for public sector population activities in FY 1999 would be included as a planning level in the BBS and CP pending review of next year's strategic plan.

Proposed revision for approval: The US\$1.0 million request level was removed from this year's Congressional Presentation, and is not included in the 1999 R4 resource request tables.

6. The wording of the population SO's IR 2 will be changed to "increased use of family planning services in target areas."

Proposed revision for approval: None. This wording change is reflected in this document.

7. The Mission agreed to complete revisions of the indicators, including all data for 1996 and available gender disaggregation , and submit them to USAID/W not later than September 30, 1997.

Proposed revision for approval: None. The data were submitted by this date.

Other requests for changes in SO 1 indicators:

a) Increased Quality: IR Indicator 1.4: Percentage of non-use related to lack of knowledge of family planning methods; and IR Indicator 1.5: Percentage of clients reporting sufficient time with the service provider before receiving a family planning method.

Proposed revision for approval: USAID/Mexico proposes eliminating these two IR indicators. During the August 1998 public sector review, other indicators will be identified that will better enable us to quickly monitor progress in the areas of quality and informed consent. These indicators will be discussed with LAC and Global for their concurrence.

b) Increased Use: IR Indicator 2.3: Commercial sales of contraceptives per year.

Proposed revision for approval: Given the audit results, USAID/Mexico is eliminating this indicator since the information provided is not what the indicator was originally intended to measure - commercial sales of contraceptive methods, as described above in the Audit section above. During the audit, it was determined that the sales information being provided for this indicator was essentially a subset of the IR 2.2 data.

It is important to note, however, that both MEXFAM and FEMAP worked during 1997 to look more closely at strategies to commercially source contraceptive commodities. For example, MEXFAM and FEMAP both participated in the development of a commercial distribution program for the low-dose oral contraceptive, Microgynon. With a reduced price from Microgynon's manufacturer, MEXFAM and FEMAP were able to offer the product at approximately 50 percent less than its normal price. Both institutions launched the sale of the Microgynon product in April 1997. The Microgynon project has served in many ways to prepare both institutions for the administration, financial management, and distribution systems required for the sale of commercial product.

MEXFAM is also purchasing other commercial products, including injectables and IUDs, and planning the introduction of its own commercial brand of condoms. During FY 1997, MEXFAM purchased from Schering Mexicana: Microgynon, Mesigyna, Triquilar, and Noristerat. MEXFAM also purchased Multiload IUDs from Organon, and condoms from Dentilab, a Mexican manufacturer. The total value of commercial product purchased by MEXFAM equals \$1,585,767.74 in Mexican pesos, approximately US\$205,943. This amount represents approximately 20 percent of the total value of product received by MEXFAM during this period.

FEMAP is also increasingly expanding the volume and frequency of its commercial purchases. During FY 1997, FEMAP purchased both Microgynon and Mesigyna from Schering Mexicana, and Trojan condoms from Ansell, Inc. The total value of commercial product purchased during this period equals \$354,278 in Mexican pesos, approximately US\$46,010. This amount represents approximately 6 percent of the total value of FEMAP's commercial and donated product received during this period.

c) Adjustments to 1998 targets: 1998 targets were adjusted to reflect the real situation in both the public and private sectors. For the private sector, targets for number of service delivery points and providers was decreased, to reflect possible decreasing amounts of community personnel with the close-out. Also, the CYP target was changed to reflect the reality that the NGOs main focus is no longer family planning-both have diversified services in the attempt to improve chances for survival after close-out. In the public sector, three 1998 targets have been modified: a) GOM service providers trained, since training continues to be an important component of public sector activities; b) new users, since the rate of increase of new users was less than expected; and, c) GOM family planning budget, which greatly exceeded the original target for 1998.

d) New Indicators: Depending on the results of the public sector review to take place in August 1998 and the close-out of private sector activities in September 1998, USAID/Mexico is proposing that the indicators tracked during the final phase of the population program change to reflect the new emphasis on quality of care. For next year's R4, use and sustainability indicators should be tracked only for the private sector, and will be important as end-line information in this sector. In the public sector, USAID/Mexico suggests tracking quality indicators for the final phase, to be determined during the August 1998 review. Illustrative examples are described in the USAID/Mexico FY 1999-FY 2003 Country Strategy, and include indicators to measure the public's awareness of reproductive health rights, increased knowledge of informed choice and informed consent by family planning clients, increased technical competence of service providers in the areas of family planning counseling, informed consent, and reproductive rights, and indicators demonstrating a sustained enabling institutional policy environment for client perspective-based quality of care.

B. SO 2: Increased environmentally sound natural resource and energy use

Per the Mission Contract/Guidance Cable dated 07/17/97, the USAID/M environment program has accomplished the following:

- 1) A results framework and umbrella project document have been developed and authorized outlining the expected content and results of the program through the year 2003.

- 2) The results framework focuses on improved resource management and biodiversity conservation; policy and institutional development (for GCC and Biodiversity); and energy and urban pollution prevention (for GCC mitigation).
- 3) A gender workshop was successfully carried out to assess the opportunities to more fully incorporate gender elements into the environment portfolio. Partner organizations on both the green and brown side of the portfolio participated in this workshop and have proceeded to apply gender lessons in their ongoing activities. The Mission is exploring ways to add a Program Monitoring and Evaluation position with gender background to better incorporate gender considerations throughout the Mission portfolio (including environment).

A brief summary of the proposed new environment SOs/results frameworks is as follows (as described in the Country Strategy):

New SO 1: USAID/Mexico has worked extensively with our environmental colleagues in the LAC and Global Bureaus to revise our biodiversity results framework. The revised results framework for SO 1 illustrates a more complete strategy for biodiversity conservation than the previous results framework. We have chosen a consolidated strategic objective, "Critical Ecosystems and Biological Resources Conserved" to articulate our long term goal of achieving "on the ground" conservation. USAID/Mexico has a three step protocol for achieving this strategic objective: 1) demonstration of sustainable practices and technologies, 2) adoption of practices by Mexican NGOs, Government agencies, and the private sector, and 3) replication of practices beyond USAID support. This protocol is implicit in our four Intermediate Results.

Intermediate Results 1 and 2 focus on demonstration programs where we have large investments in targeted sites. Specifically, through Intermediate Result 1 we sponsor activities which demonstrate improved management of specific areas including protected areas, community reserves, and other critical habitats outside the protected area system. Examples of programs which support Intermediate Result 1 include: a) the Parks in Peril Program which turns "paper" parks into functional parks by developing adequate physical infrastructure, management plans, financial resources, and institutional capacity to ensure long term protection; and b) the Coastal Resources Program which is developing a community based coastal resource management program in Quintana Roo. Intermediate Result 2 stresses sustainable use activities for specific industries which impact biodiversity in coastal areas by demonstrating best practices and the subsequent reduction of environmental threats. Examples include: a) Conservation International's program in the Gulf of California which improves fishing practices, b) the Coastal Resources Program which demonstrates best management practices for ecotourism development on the Quintana Roo coast, c) the Parks in Peril Program which encourages alternative economic activities (organic farming, shade coffee, Mayan crafts production) in buffer zones of protected areas.

Intermediate Results 3 and 4 help achieve adoption and replication of successful demonstration projects through policy reform (Intermediate Result 3), capacity building (Intermediate Result 4) and dissemination of lessons. USAID/Mexico and its primary partners work closely with the Mexican government, conservation and development organizations, and the private sector to document and publicize our successes. Replication, although essential for achieving significant progress, is difficult to measure. For this reason we are taking the advice of the Environmental Indicators Working Group, and will report on replication results in the R4 narratives (Performance Monitoring of USAID Environmental Programs: An Introduction to Performance Monitoring and a Review of Current Best Practice

1998). Examples of activities designed to encourage adoption and replication include: a) promoting Integrated Coastal Zone Management through dissemination activities and training workshops that use case studies from demonstration sites as learning tools, and through developing the coastal zone management program at the University of Quintana Roo; and b) a new initiative through the Biodiversity Support Program which builds on the successes of the Parks in Peril program to develop ecoregional conservation programs which extend beyond protected area sites.

For a detailed discussion of proposed indicators please consult indicator tables in the Mexico Country Strategy.

New SO 2: In the future, USAID/Mexico will continue to give priority to activities that are consistent with Mission's environmental strategic objectives and have a high level of impact and replicability. Under this approach, USAID/Mexico's strategic objective No. 2 will be focused on "Carbon Dioxide Emissions and Pollution Reduced", which has been consolidated and articulated to achieve the following rationale: 1) demonstration activities through direct support from USAID, looking for viability and introduction in using sustainable technologies, 2) commitment from our local partners and their clients to adopt demonstrative actions, and 3) replication beyond USAID support through larger-scale replication programs. The five consolidated intermediate results under this strategic objective will integrate this methodological rationale in each one of its indicators. It is assumed that the financing for replication of technologies and practices at a regional or national level will come from sources outside of USAID.

Intermediate Result "Adoption of Resource Management Systems (RMS) and Renewable Energy Technologies and Practices in Targeted Industries and Municipalities (replication and continued use of the technologies beyond USAID-funded pilots), will be integrated by a series of activities that will range from proving viability of installation of RMS and renewable energy projects, to the identification, analysis and reform of selected policies that promote the use of such as technologies in Mexico. These activities will be complemented by support to partner institutional/technical capacity for the design, management and monitoring of sustainable projects. This will help to leverage financial resources from the private sector, the GOM and other donors to replicate USAID/Mexico pilot efforts.

Intermediate Results 2.1.1 and 2.1.2 will strengthen pilot actions both in the RMS and renewable energy areas. RMS activities will continue to provide combined technical assistance in energy efficiency and pollution prevention. The type of energy efficiency opportunity areas to be addressed include: compressed air, refrigeration and pumping; and highly polluting industrial sectors, such as chemical and manufacturing.

Based on the work performed during the last three years, Intermediate Results, 2.3, 2.4 and 2.5 will focus on policy reform, institutional strengthening and financing, respectively. All these are critical components for the achievement of SO 2. The development of selected policies promoting RMS and renewable energy will be measured through progress reports focusing on the implementation of an annual policy agenda. Partner strengthening activities will be measured by means of an institutional strengthening index. Finally, sustainable financing, although not a direct responsibility of USAID, will be measured by establishing a tracking system that includes: the sources, descriptions, the assumptions used to calculate the monetary value of the non-USAID assistance, date or time period of the assistance, and the estimated value.

C. SpO 1: Strengthened capacity of target institutions to deal with selected democracy/human rights issues

In accordance with last year's R4 review cable, USAID/Mexico prepared a strategy for Democracy activities in Mexico, including a results framework, timeframe, scope and personnel requirements which is incorporated into the Country Strategy for USAID/Mexico FY 1999 - FY 2003. The proposed new Strategic Objective 3 is *Strengthened and More Responsive Democratic Institutions and Citizenry*. This SO focuses on strengthening institutions to enable each to better perform its constitutionally defined function and better absorb and meet demands of ALL citizens in the new Mexican democracy. By 2003, Mexico will have made significant progress to implementing a democratic system where power is shared more equally between the branches of government (executive, legislative, and judicial) and between the national government and its state and local counterparts. And all areas of this new democratic system will have increasingly recognized the essential role of citizens and civil society organizations as a means to continue and sustain democratic reforms, contributing to a new democratic culture in both public and private life.

Leading to the objective are four Intermediate Results:

Intermediate Result 3.1: Judicial reform being implemented

This IR supports efforts of Mexican judiciary to implement existing and future judicial reforms and supports CSO efforts to increase access to justice. The end result will be a better functioning and more independent judiciary.

Intermediate Result 3.2: More capable and more responsive municipal governments

It is at the local and municipal level where a competitive party system is developing and where demands for accountable, transparent, and competent government are greatest. This IR supports the development of models for good local governance practices with municipalities and municipal associations which will serve as new standards for excellence nationwide.

Intermediate Result 3.3: Strengthened and more representative Mexican Congress

This IR supports enhanced congressional capabilities in the budget process, development of professional staff and new internal rules for the multiparty Congress, and the implementation of mechanisms to better link the Congress with the public. The end result will be a Congress more able to check the executive branch and to better represent constituents.

Intermediate Result 3.4: Increase in effective citizen organization advocacy and institutional viability This IR supports activities of civil society organizations to inform citizens of their rights in Mexico's democratic system and to provide them with skills and tools to monitor government and to effectively articulate, mobilize and channel their demands, sustaining recent reforms and furthering consolidation of democracy.

Illustrative indicators for measuring progress toward the Objective and Intermediate Results are included in the Country Strategy. A Performance Monitoring Plan with final indicators, baselines and targets will be submitted shortly after the approval of the new SO 3, in accordance with ADS 201.5.13.

D. SpO 2: Improved knowledge of modes of transmission and prevention of HIV/AIDS

Approval of new Strategic Objective for HIV/AIDS activities in Mexico: Enhanced Access, Quality and Sustainability of HIV/AIDS/STI Services and Information for Vulnerable Populations in Targeted Areas with the following three Intermediate Results:

IR 1 - Improved HIV/AIDS/STI policy environment at the national level

IR 2 - Increased availability and use of data for policy development, program design and advocacy

IR 3 - Increased capacity of governmental and non-governmental partners to deliver HIV/AIDS/STI services and information. The requested funding level is \$1 million per year over the strategy period.

IV. RESOURCE REQUEST

1. Financial Plan

USAID/Mexico requests a total of \$16.8 million over FY 1999 -FY 2000 in DA resources to accomplish the results set forth in the Country Strategy and in this R4 report. In addition, \$4.5 million in ESF and \$2.8 million in INL resources are requested to support the Mission's and Embassy's important program objectives in Democracy and Administration of Justice activities. Details on the annual request and base levels of funding for each SO and SpO are identified in Table 1 Program Funding (all financial tables are included as an Annex to this document). Note that estimated previous year DA pipelines are considerably below resource request levels for FY 1999 and FY 2000.

2. Prioritization of Objectives

Over the FY 1999-FY 2000 period, the USAID/Mexico program priorities by rank order of strategic importance are as follows: SO 1 - Environment: Critical ecosystems and biological resources conserved; SO 2 - Carbon dioxide emissions and pollution reduced; SO 3 - Democracy: Strengthened and more responsive democratic institutions and citizenry; and SO 4 - HIV/AIDS: Enhanced access, quality, and sustainability of HIV/AIDS services and information for vulnerable populations in targeted areas.

The rationale for ranking the selection of programmatic focus in this order is based on USAID Mexico's estimation at this time of which sectors are most likely to contribute toward the Agency's mission of sustainable development, possibilities of achieving sustained and significant impact with limited resources, and cognizance of Mexico's needs and our management unit's capabilities to make significant contributions to Mexico's development over the strategy period.

3. Linkages with Centrally-Funded Mechanisms

See Global Field Support table (Table 2) for USAID/Mexico's request for support from the Global Bureau.

SO 1: While no funds are being requested for FY 1999 and beyond, FY 1998 funds will be used to close out the USAID/Mexico population program. All of the Global projects selected to work with the Mexican public sector institutions in this final phase (Pathfinder International, AVSC, PRIME, MEASURE 3, and FRONTIERS) are high priority because they will provide direct financial and technical support in the areas identified by our Mexican partners as high priority. Activities with the Global projects working exclusively with the private sector NGOs will end on September 30, 1998 and received their final funding in FY 1997. Other CAs working with the public sector (PCS, FPLM, CSM II, FPMD, and FHI) but with limited scope may finish their activities after September 30, 1998 if necessary, but no FY 1998 funds will be provided to them.

SO 2: Field support from central (LAC and G/ENV) activities is an essential component of the USAID/Mexico environment program, and key to accomplishing the proposed results under the future SO 1 and SO 2. Within the "green" portfolio, essential field support activities include the TNC/Parks-in-Peril, the URI/Coastal Resources Management, and the Biodiversity Support Programs. On the "brown" side of the Mexico program, a large portion

of the effort will be implemented by means of the Global Energy IQC. Critical collaboration also takes place through the Climate Change Initiative, led by the Global Bureau.

SpO 1: Global Field Support funds are not foreseen for democracy activities during FYs 1998, 1999, and 2000.

SpO 2: Field support from centrally funded programs is an indispensable component in accomplishing results under the HIV/AIDS Strategic Objective. An enhanced policy environment, strengthened NGO, and improved ability to track and use data for program design and evaluation would not be achievable without the experience, technical expertise and capacity-building abilities of centrally funded programs. Special expertise in monitoring and evaluation obtained through field support is also necessary for the preparation of the Performance Monitoring Plan in fulfillment of the management contract.

4. Workforce and OE Requirements

A. Overview of FY 1998 Estimate (see Table 3 for Operating Expenses). At the requested level of \$546.0 USAID/Mexico will be able to fund regular office operations (e.g. FSN salaries and benefits, residential rent, communications, etc.) at current cost levels. This level will permit coverage of the normal (NTE 20%) automatic increases in almost all local currency expenses, such as revisions to pay scales and devaluation/inflation-induced adjustments in telephone costs, utilities, etc. with two exceptions:

1) Office space situation: The space situation of USAID/Mexico is as follows: our offices are located in the Embassy compound; current space occupied is 1,711 square feet. For a total of 18 employees/contractors on-site, the average square feet ratio per person is 95 feet, as compared to an average ratio of 234 feet for other Agencies located on the same floor. The severe overcrowding of USAID/Mexico's offices has caused poor productivity and serious morale problems in recent months. A working group has been established among USAID/Mexico employees that will analyze and present alternatives to senior management on both immediate and long-term options. Among alternatives being considered are how to better optimize the use of existing space, the relocation of our on-site training contractor (to space outside USAID offices), etc. Since the space analysis is just getting under way, it is important to note that no estimate of costs has been factored into the R4 budget spreadsheets. As soon as cost estimates are developed, we will follow up with the appropriate LAC offices for final determinations in this regard.

2) Procurement of new hardware and software. See section E) that discusses both FY 1998 and FY 1999 procurement actions.

As indicated in the guidance, the request for FY 1998 includes ICASS costs for \$90.0, therefore, the net OE allocation is \$456.0.

B. Impact of FY 1999 and FY 2000 OE Targets. At the established (net of ICASS) target level of \$410.0 for FY 1999, USAID/Mexico estimates that there will be a negative impact on the overall office operations that will not permit us to absorb automatic increases (NTE 25%) in almost all local currency expenses, including revisions to pay scales.

Background: Based upon a number of internal control assessments, USAID/W reviews and a recent IG performance audit, it was determined that USAID/Mexico needs to strengthen its support activities to partner and grantee organizations. This support would be primarily for

baseline data collection, setting of and monitoring achievement of performance targets, and reporting to USAID/Mexico. This would require more follow-up with our partners (training, periodic review meetings, travel, etc.), greater emphasis on training for new and current staff, and hiring of additional staff to meet current RIG requirements. As a result, the following actions are being taken:

1) Travel: A total of \$11.0 is being factored at the Target level for FY 1999 for travel by OE staff (both for site-visits and training). In order to fully implement the recommendation above, however, an increase of \$29.0 is required to the level of \$40.0 in the Request level. This would permit USAID/Mexico to fully implement the travel and training plan that was developed as a result of the recommendations and that have a direct impact on all SOs.

Total increase requested in Object Class 21.0 for FY 1999 is \$29.0.

2) Additional Staff: A Contract Specialist (part-time) was brought on board in FY 1997. Current workload has increased in line with the program requirements, however, so the position is being modified to full-time this FY 1998. In addition, a second new full-time position in the Financial/Audit follow-up area will be established this FY 1998. This person will also monitor counterpart contributions (one of the main recommendations in the IG report), liaison with USAID/El Salvador, work with activity managers on financial analyses and other related duties, and provide much needed backup to our principal Financial Officer.

A third full-position in the Front Office will also be created during FY 1998. This person will be a Program Monitoring and Evaluation Specialist with a strong gender background. Principal duties will be assisting the activity managers/partners with performance data collection, analysis and reporting, and supporting the management unit's information needs.

The three positions above are OE funded in nature as they provide support to the overall operating unit and can not be identified with any particular SO or SpO. Estimated cost breakdown is as follows:

	FY 1999	FY 2000
Contract Specialist Position	\$35.0	\$35.0
Financial/Audit Specialist	\$15.0*	\$17.0
Program coordinator	\$18.0*	\$20.0

*A increase of \$33.9 is being considered in Object Class 11.8 from \$60.0 to \$93.0.

Total budget increase (including above actions) hereby requested in OE for FY 1999 is therefore \$64.0 from \$505.0 at the Target Level to \$569.0 at the Requested Level.

C. Program Funded Workforce. The Program Funded Workforce is being adjusted in line with an anticipated increase in funding levels, as follows. There are no OE cost implications in this section. As per workforce tables (Table 4), some SOs and SpOs are being dropped and others added during the reporting period (FY 1998 to FY 2001), so the figures in Table 4 reflect these changes.

FY 1998:

- Two new FSN positions are distributed with a 0.5 FTE equivalent among SO 1, SO 2, SpO 1 and SpO 2. These are secretarial positions (FSN Grade 7) and will provide clerical support to the USPSCs in charge of each activity.
- Two new USPSC positions are being reflected under the SpO 1 (Democracy) activity to support the activity manager. One will be the project manager for Administration of Justice activities, and one will be an assistant project manager with primary responsibility for Civil Society activities.

This is the last FY in which a position will be reflected under SO 1 Population, since this SO will be closed at the end of FY 1999. An assessment on Infectious Diseases is planned to take place during CY 1998, and based on that analysis and USAID directives, adjustments in our workforce may be needed. We will review our FY 1999 - FY 2000 levels based on the determination of the DAEC meeting and the needs assessment findings.

FY 1999: Total number of staff (both OE and Program) declines by one person from FY 1998, to 19 (see explanation above), both at the Target and Requested Levels.

FY 2000: Both at the Target and Requested Levels, total number of staff (both OE and Program) is straightlined to a total of 19.

D. Year 2000 (Y2K) ADP Problems. We anticipate few problems related to potential post Y2K problems (e.g. elevators, security systems, etc.) since USAID/Mexico is located inside the Embassy compound. FOB is taking the lead in working with the Embassy Administration to assure that all such equipment is Y2K compliant.

As per guidance in STATE 186161 regarding Mission-funded hardware and software, status is as follows:

- a. Software. USAID/Mexico is running only "corporate" applications on the Banyan Local Area Network (LAN), such as WordPerfect 5.2 and Lotus 4.0 which are to be Y2K tested, converted and funded, if needed, by IRM. There are no Mission-developed applications at this time that would need to be converted, so no funds are being budgeted for this purpose.
- b. Hardware. There is a need to replace most of the desktop PCs since in accordance to this same guidance, they are not Y2K compliant (see below).

E. Implementation of New Standard for Software and Hardware and Servicing. Upon guidance received on 05/08/98, IRM has approved the use of Windows 95 as the desktop operating system and has also approved the use of Windows NT for the file/print and WEB services. The spare server in USAID/Mexico is currently out of service (its HD was severely damaged due to a surge on April 29, 1998) and replacement parts are very difficult to find. This situation represents a high risk if the one in operation fails, so USAID/Mexico will ask for an urgent budget increase in FY 1998 for procurement of two NT certified servers (one as a backup), and other hardware and software as listed below. This server would run parallel to our current Banyan system until USAID upgrades its electronic mail service. This standard exceeds Y2K requirements.

The procurement list breakdown is as follows (rounded to the nearest thousand):

	Y2K		Microsoft Standard		TOTAL
	Hardware	Software	Hardware	Software	
FY 1998					
2 new servers @ \$13,121 ea.			\$26.2		\$26.2
2 network interface cards @ \$130 ea.			\$0.3		\$0.3
7 Personal Computers @ \$1,500 ea.	\$10.5				\$10.5
4 licenses for Windows 95 @ \$100 ea.		\$0.4			\$0.4
20 Office Suite @ \$550 ea.				\$11.0	\$11.0
20 antivirus @ \$100 ea.				\$2.0	\$2.0
2 routers @ \$1,000 ea.			\$2.0		\$2.0
SUBTOTAL:					\$52.4
FY 1999					
6 Personal Computers @ \$1,500 ea.	\$9.0				\$9.0
SUBTOTAL FY 1999:					\$9.0
T O T A L:					\$61.4

Given the current proportion of approximately 50% OE and Program Funded staff, it is estimated that half of the total of \$61.4 would be charged to OE (i.e. \$30.7).

In addition to the above, USAID/Mexico anticipates using the local market starting in FY 1998 to contract for hardware and software maintenance and servicing, for a total estimated cost of \$10.0. Approximately half of this cost will be program funded, so only \$5.0 is being budgeted in the OE spreadsheet.

F. ICASS. Proforma Invoice prepared by the Embassy on 11/97 had an estimated for ICASS of \$99.6 for USAID/Mexico. Based on a number of meetings and reviews among USAID/Mexico and Embassy Officials, this amount dropped to \$89.0 (which is the amount of the allotment received from AID/W). Upon additional consultations and reviews the amount was further reduced to the final ICASS invoice for FY 1998 of \$78.9; this represents savings of over \$20.7 to the original estimate.

G. Voluntary Foreign National Separation Account. Voluntary Foreign National Separation Account (Table 5) is fully funded for all USAID/Mexico FSN's employees as of September 30, 1997. We are working closely with our accounting station at USAID/EI Salvador and with the Embassy Personnel Office in order that the account be fully funded for September 30, 1998, as instructed. In addition, no trust funds are available to USAID/Mexico.

ANNEX

FINANCIAL TABLES

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

16-Jul-98
02:27 PMCountry/Program: US AID/Mexico
Scenario: Base Level

S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	FY 2000										Est. Expend. FY 00	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G				
SO 1: Environment - Biological Resources																		
		Bilateral	600	693									693		1,210	4,463	3,765	06
		Field Spt	1,200	2,100									2,100		1,945	7,600	6,150	
		Total	1,800	2,793	0		0	0	0	0	0	0	2,793	0	3,155	12,063	9,915	
SO 2: Environment - Energy																		
		Bilateral	1,267	2,432									2,432		2,113	14,950	12,370	06
		Field Spt	0	0									0		200	1,400	1,200	
		Total	1,267	2,432	0		0	0	0	0	0	0	2,432	0	2,313	16,350	13,570	
SO 3: Democracy																		
		Bilateral		1,000										1,000			12,500	06
		Field Spt		0													0	
		Total	0	1,000	0		0	0	0	0	0	0	0	1,000	500	20,750	12,500	
SO 4: AIDS																		
		Bilateral	10	250							250		0		200		3,600	03
		Field Spt	50	950							950				800			
		Total	60	1,200	0		0	0	0		1,200	0	0	0	1,000	5,000	3,600	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0		0	0	0		0	0	0	0			0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0		0	0	0		0	0	0	0			0	
		Bilateral		0													0	
		Field Spt		0													0	
		Total	0	0	0		0	0	0		0	0	0	0			0	
		Bilateral		0													0	
		Field Spt		0													0	
		Total	0	0	0		0	0	0		0	0	0	0			0	
Total Bilateral			1,877	4,375	0		0	0	0		250	0	3,125	1,000				
Total Field Support			1,250	3,050	0		0	0	0		950	0	2,100	0				
TOTAL PROGRAM			3,127	7,425	0		0	0	0		1,200	0	5,225	1,000			39,585	

FY 2000 Request Sector Totals -- DA		
Econ Growth		0
[Of which Microenterpris		0]
HCD		0
PHN		0
Environment		0
[Of which Biodiversity]		0]
Democracy		0
Humanitarian		0

FY 2000 Request Sector Totals -- ESF		
Econ Growth		0
[Of which Microenterprise		0]
HCD		0
PHN		0
Environment		0
[Of which Biodiversity]		0]
Democracy		2,500
Humanitarian		0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

INL 1,000

USAID FY 1999 Budget Request by Program/Country

16-Jul-98
02:27 PMCountry/Program: US AID/MEXICO
Scenario: Base Level

S.O. # , Title	FY 1999															Future Cost (POST 2000)	Year of Final Oblig.		
	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 99			Est. Total Cost life of SO	
SO 1: Environment - Biological Support																			
		Bilateral	1,172	937									937		1,019	5,914	3,630	06	
		Field Spt	1,726	1,700									1,700		1,658	8,014	5,493		
		Total	2,898	2,637	0		0	0	0	0	0	0	2,637	0	2,677	13,928	9,123		
SO 2: Environment - Energy																			
		Bilateral	1,775	2,945									2,945		2,484	18,370	12,530	06	
		Field Spt	0	0									0		0	0	0		
		Total	1,775	2,945	0		0	0	0	0	0	0	2,945	0	2,484	18,370	12,530		
SO 3: Democracy																			
		Bilateral		750										750			12,500	03	
		Field Spt		0													0		
		Total	0	750	0		0	0	0	0	0	0	0	750	600	20,750	12,500		
SO 4: AIDS																			
		Bilateral	60	150							150		0		200		3,600	03	
		Field Spt	200	300							300				450				
		Total	260	450	0		0	0	0	0	450	0	0	0	650	5,000	3,600		
		Bilateral		0													0	XX	
		Field Spt		0													0		
		Total	0	0	0		0	0	0	0	0	0	0	0			0		
		Bilateral		0													0	XX	
		Field Spt		0													0		
		Total	0	0	0		0	0	0	0	0	0	0	0			0		
		Bilateral		0													0		
		Field Spt		0													0		
		Total	0	0	0		0	0	0	0	0	0	0	0			0		
		Bilateral		0													0		
		Field Spt		0															
		Total	0	0	0		0	0	0	0	0	0	0						
Total Bilateral			3,007	4,782	0		0	0		150	0	3,882	750						
Total Field Support			1,926	2,000	0		0	0	0	300	0	1,700	0						
TOTAL PROGRAM			4,933	6,782	0		0	0	0	450	0	5,582	750				37,753		

FY 1999 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterprise]	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 1999 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise]	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	2,000
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

INL 1,000

USAID FY 1998 Budget Request by Program/Country

16-Jul-98
02:27 PMCountry/Program: US AID/MEXICO
Scenario: Base Level

S.O. #	Title		Est. SO Pipeline End of FY 97	Estimated Total	FY 1998												Future Cost (POST 2000)	Year of Final Oblig.
	Approp. Acct	Bilateral/Field Support			Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO		
SO 1: Population																		
		Bilateral	N/A	100				100									0	98
		Field Spt		2,900				2,900										
		Total	0	3,000	0		0	3,000	0		0	0	0	0			0	
SO 2: Environment & Energy																		
		Bilateral	4,129	4,099								4,099		1,665			0	06
		Field Spt	290	1,167								1,167		2,000				
		Total	4,419	5,266	0		0	0	0		0	0	5,266	0	3,665	31,492	39,277	
SPO 1: Democracy																		
		Bilateral	450	700									700				0	03
		Field Spt		0													0	
		Total	450	700	0		0	0	0		0	0	0	700	850	28,000	0	
SPO 2: AIDS																		
		Bilateral	100	160						160		0		200			1,800	03
		Field Spt	10	240						240				300			1,800	
		Total	110	400	0		0	0	0	400	0	0	0	500	5,000		3,600	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0		0	0	0	0	0	0	0	0			0	
		Bilateral		0													0	XX
		Field Spt		0													0	
		Total	0	0	0		0	0	0	0	0	0	0	0			0	
		Bilateral		0													0	
		Field Spt		0													0	
		Total	0	0	0		0	0	0	0	0	0	0	0			0	
		Bilateral		0													0	
		Field Spt		0														
		Total	0	0	0	0	0	0	0	0	0	0	0					
Total Bilateral			4,679	5,059	0		0	100	0		160	0	4,099	700				
Total Field Support			300	4,307	0		0	2,900	0		240	0	1,167	0				
TOTAL PROGRAM			4,979	9,366	0		0	3,000	0		400	0	5,266	700			42,877	

FY 1998 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterpris	[]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[]
Democracy	0
Humanitarian	0

FY 1998 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	[]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	[]
Democracy	1,000
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

INL 1,000

USAID FY 1999 Budget Request by Program/Country

16-Jul-98
02:27 PMCountry/Program: US AID/MEXICO
Scenario: Requested Level

S.O. #, Title		FY 1999															Future Cost (POST 2000)	Year of Final Oblig.
Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO			
SO 1: Environment - Biological Resources																		
	Bilateral	1,700	1,464									1,464		1,000	8,362	5,355	06	
	Field Spt	1,726	1,941									1,941		800	6,900	5,650		
	Total	3,426	3,405	0		0	0	0		0	0	3,405	0	1,800	15,262	11,005		
SO2: Environment - Energy																		
	Bilateral	1,780	2,795									2,795		2,000	17,920	12,230	06	
	Field Spt		0									0		150	300	1,800		
	Total	1,780	2,795	0		0	0	0		0	0	2,795	0	2,150	18,220	14,030		
SO 3: Democracy																		
	Bilateral		1,250										1,250			0	03	
	Field Spt		0													0		
	Total	0	1,250	0		0	0	0		0	0	0	1,250	800	26,250	16,250		
SO 4: AIDS																		
	Bilateral	60	200							200		0		200		0	03	
	Field Spt	200	800							800				600				
	Total	260	1,000	0		0	0	0		1,000	0	0	0	800	5,000	3,600		
	Bilateral		0													0	XX	
	Field Spt		0													0		
	Total	0	0	0		0	0	0		0	0	0	0			0		
	Bilateral		0													0	XX	
	Field Spt		0													0		
	Total	0	0	0		0	0	0		0	0	0	0			0		
	Bilateral		0													0		
	Field Spt		0													0		
	Total	0	0	0		0	0	0		0	0	0	0			0		
	Bilateral		0													0		
	Field Spt		0													0		
	Total	0	0	0		0	0	0		0	0	0	0			0		
Total Bilateral		3,540	5,709	0		0	0	0		200	0	4,259	1,250			0		
Total Field Support		1,926	2,741	0		0	0	0		800	0	1,941	0					
TOTAL PROGRAM		5,466	8,450	0		0	0	0		1,000	0	6,200	1,250			44,885		

FY 1998 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterpris	0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0]
Democracy	0
Humanitarian	0

FY 1998 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0]
Democracy	2,000
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

INL 1,250

USAID FY 2000 Budget Request by Program/Country

16-Jul-98
02:27 PMCountry/Program: US AID/MEXICO
Scenario: Requested Level

S.O. #, Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	FY 2000													Future Cost (POST 2000)	Year of Final Oblig.
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G	Est. Expend. FY 98	Est. Total Cost life of SO			
SO 1: Environment - Biological Resources																			
		Bilateral	600	1,330									1,330		1,000	4,810	6,325	06	
		Field Spt	1,451	1,850									1,850		1,000	8,175	3,880		
		Total	2,051	3,180	0		0		0		0	0	3,180	0	2,000	12,985	10,205		
SO 2: Environment - Energy																			
		Bilateral	1,467	2,895									2,895		1,500	15,425	12,530	06	
		Field Spt	0	0									0		0	0	0		
		Total	1,467	2,895	0		0		0		0	0	2,895	0	1,500	15,425	12,530		
SO 3: Democracy																			
		Bilateral		1,500										1,500			16,250	03	
		Field Spt		0													0		
		Total	0	1,500	0		0		0		0	0	0	1,500	1,800	26,250	16,250		
SO 4: AIDS																			
		Bilateral	60	250							250		0		200		1,800	03	
		Field Spt	200	950							950				800		1,800		
		Total		260	1,200	0		0	0		1,200	0	0	0	1,000	5,000	3,600		
		Bilateral		0													0	XX	
		Field Spt		0													0		
		Total	0	0	0		0		0		0	0	0	0			0		
		Bilateral		0													0	XX	
		Field Spt		0													0		
		Total	0	0	0		0		0		0	0	0	0			0		
		Bilateral		0													0		
		Field Spt		0													0		
		Total	0	0	0		0		0		0	0	0	0			0		
		Bilateral		0													0		
		Field Spt		0													0		
		Total	0	0	0		0		0		0	0	0	0			0		
Total Bilateral			2,127	5,975	0		0		0		250	0	4,225	1,500					
Total Field Support			1,651	2,800	0		0		0		950	0	1,850	0					
TOTAL PROGRAM			3,778	8,775	0		0		0		1,200	0	6,075	1,500			42,585		

FY 1998 Request Sector Totals -- DA	
Econ Growth	0
[Of which Microenterpris	0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0]
Democracy	0
Humanitarian	0

FY 1998 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	0]
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0]
Democracy	2,500
Humanitarian	0

FY 2001 Target Program Level	0
FY 2002 Target Program Level	0
FY 2003 Target Program Level	0

INL 1,500

GLOBAL FIELD SUPPORT

Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1998 Obligated by:		FY 1999 Obligated by:		FY 2000 Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
HIV/AIDS	936-3078 The POLICY Project	HIGH			240		300		350
HIV/AIDS	936-3090.02 Implementing AIDS Prev./Control Activs. (IMPACT)	HIGH					250		350
HIV/AIDS	936-3090.07 International HIV/AIDS Alliance	HIGH					250		0
HIV/AIDS	936-3083.01 MEASURE DHS+	HIGH					0		250
POP	936-3052 Infor., Educ., and Communication Support Project	HIGH			820				
POP	936-3062 Family Planning Services (Pathfinder)	HIGH			50				
POP	936-3068 Prog. for VSC and Related Services (AVSC)	HIGH			1,450				
POP	936-3072 Primary Providers' Tng. and Educ. in RH (PRIME)	HIGH			300				
POP	936-3083.03 MEASURE Communication	HIGH			80				
POP	936-3086 FRONTIERS (Operations Research Pop. Council)	HIGH			200				
ENV	936-5861 Innovative Scientific Research-American Assoc. for	HIGH			150		150		150
ENV	936-5554 Neotropical Migratory Bird Conservation	MEDIUM			50		50		50
ENV	936-5518 Coastal Resources Management	HIGH			350		550		550
ENV	936-5554 Conservation of Biological Diversity	HIGH			617		241		300
ENV	598-0782 Parks in Peril	HIGH		500	0	600	0	600	0
ENV	- - - Development Credit Authority	HIGH			0		350		200
GRAND TOTAL.....				500	4,307	600	2,141	600	2,200

* For Priorities use high, medium-high, medium, medium-low, low

Org. Title: USAID/Mexico Representation Office		Overseas Mission Budgets														
Org. No: 25523		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Org. Title: USAID/Mexico Representation Office		Overseas Mission Budgets														
Org. No: 25523		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Operating Expenses

TABLE 3

Org. Title: USAID/Mexico Representation Office Org. No: 25523 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	120		120	125		125	125		125	130		130	130		130
	Subtotal OC 11.1	120	0	120	125	0	125	125	0	125	130	0	130	130	0	130
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0		0	0		0	0		0	0		0	0		0
11.5	FNDH	60		60	65		65	65		65	68		68	68		68
	Subtotal OC 11.5	60	0	60	65	0	65	65	0	65	68	0	68	68	0	68
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	35		35	35		35	35		35	36		36	36		36
11.8	FN PSC Salaries	25		25	25		25	58		58	44		44	60		60
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0		0			0			0			0			0
	Subtotal OC 11.8	60	0	60	60	0	60	93	0	93	80	0	80	96	0	96
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	8		8	9		9	9		9	10		10	10		10
12.1	Cost of Living Allowances	2		2	2		2	2		2	3		3	3		3
12.1	Home Service Transfer Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Quarters Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Other Misc. USDH Benefits	0		0	0		0	0		0	0		0	0		0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FNDH	6		6	6		6	6		6	8		8	8		8
12.1	Other FNDH Benefits	0		0	0		0	0		0	0		0	0		0
12.1	US PSC Benefits	0		0	0		0	0		0	0		0	0		0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separation Fund - FN PSC	2		2	2		2	2		2	4		4	4		4
12.1	Other FN PSC Benefits	0		0	0		0	0		0	0		0	0		0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 12.1	18	0	18	19	0	19	19	0	19	25	0	25	25	0	25
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH	0		0	0		0	0		0	0		0	0		0
13	Other Benefits for Former Personnel - FNDH	0		0	0		0	0		0	0		0	0		0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PSCs	0		0	0		0	0		0	0		0	0		0
13	Other Benefits for Former Personnel - FN PSCs	0		0	0		0	0		0	0		0	0		0

Operating Expenses

TABLE 3

Org. Title: USAID/Mexico Representation Office		Overseas Mission Budgets														
Org. No: 25523		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 13.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Training Travel	7		7	2		2	3		3	5		5	7		7
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Post Assignment Travel - to field	2		2	0		0	0		0	0		0	0		0
21	Assignment to Washington Travel	0		0	0		0	0		0	0		0	0		0
21	Home Leave Travel	1		1	1		1	1		1	1		1	1		1
21	R & R Travel	0		0	1		1	1		1	1		1	1		1
21	Education Travel	0		0	0		0	0		0	0		0	0		0
21	Evacuation Travel	0		0	0		0	0		0	0		0	0		0
21	Retirement Travel	1		1	0		0	0		0	0		0	0		0
21	Pre-Employment Invitational Travel	0		0	0		0	0		0	0		0	0		0
21	Other Mandatory/Statutory Travel	2		2	3		3	6		6	5		5	10		10
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	10		10	2		2	9		9	6		6	8		8
21	Site Visits - Mission Personnel	11		11	2		2	12		12	5		5	6		6
21	Conferences/Seminars/Meetings/Retreats	4		4	0		0	2		2	1		1	2		2
21	Assessment Travel	5		5	0		0	2		2	1		1	2		2
21	Impact Evaluation Travel	2		2	0		0	2		2	0		0	1		1
21	Disaster Travel (to respond to specific disasters)	1		1	0		0	1		1	0		0	1		1
21	Recruitment Travel	0		0	0		0	1		1	0		0	1		1
21	Other Operational Travel	0		0	0		0	0		0	0		0	0		0
Subtotal OC 21.0		46	0	46	11	0	11	40	0	40	25	0	25	40	0	40
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight	12		12	2		2	2		2	3		3	3		3
22	Home Leave Freight	0		0	0		0	0		0	0		0	0		0
22	Retirement Freight	9		9	0		0	0		0	0		0	0		0
22	Transportation/Freight for Office Furniture/Equip.	2		2	2		2	2		2	4		4	4		4
22	Transportation/Freight for Res. Furniture/Equip.	2		2	0		0	0		0	0		0	0		0
Subtotal OC 22.0		25	0	25	4	0	4	4	0	4	7	0	7	7	0	7
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0		0	0		0	0		0	0		0	0		0
23.2	Rental Payments to Others - Warehouse Space	2		2	2		2	2		2	3		3	3		3
23.2	Rental Payments to Others - Residences	63		63	63		63	63		63	64		64	64		64
Subtotal OC 23.2		65	0	65	65	0	65	65	0	65	67	0	67	67	0	67
23.3	Communications, utilities, and miscellaneous charge	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	4		4	4		4	4		4	5		5	5		5
23.3	Residential Utilities	7		7	5		5	5		5	5		5	5		5
23.3	Telephone Costs	12		12	12		12	12		12	13		13	13		13
23.3	ADP Software Leases	0		0	0		0	0		0	0		0	0		0

Operating Expenses

TABLE 3

Org. Title: USAID/Mexico Representation Office				Overseas Mission Budgets														
Org. No: 25523				FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	ADP Hardware Lease			1		1	1		1	1		1	1		1	1		1
23.3	Commercial Time Sharing			0		0	0		0	0		0	0		0	0		0
23.3	Postal Fees (Other than APO Mail)			1		1	1		1	1		1	1		1	1		1
23.3	Other Mail Service Costs			0		0	0		0	0		0	0		0	0		0
23.3	Courier Services			0		0	0		0	0		0	0		0	0		0
	Subtotal OC 23.3			25	0	25	23	0	23	23	0	23	25	0	25	25	0	25
24	Printing and Reproduction			0		0	0		0	0		0	0		0	0		0
	Subtotal OC 24.0			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.1	Studies, Analyses, & Evaluations			3		3	2		2	2		2	2		2	2		2
25.1	Management & Professional Support Services			2		2	2		2	2		2	2		2	2		2
25.1	Engineering & Technical Services			0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.1			5	0	5	4	0	4	4	0	4	4	0	4	4	0	4
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.2	Office Security Guards			0		0	0		0	0		0	0		0	0		0
25.2	Residential Security Guard Services			3.5		3.5	2		2	2		2	3		3	3		3
25.2	Official Residential Expenses			0		0	0		0	0		0	0		0	0		0
25.2	Representation Allowances			0.2		0.2	0.2		0.2	0.2		0.2	0.2		0.2	0.2		0.2
25.2	Non-Federal Audits			0		0	0		0	0		0	0		0	0		0
25.2	Grievances/Investigations			0		0	0		0	0		0	0		0	0		0
25.2	Insurance and Vehicle Registration Fees			1.3		1.3	0.8		0.8	0.8		0.8	0.8		0.8	0.8		0.8
25.2	Vehicle Rental			0		0	0		0	0		0	1		1	1		1
25.2	Manpower Contracts			0		0	0		0	0		0	0		0	0		0
25.2	Records Declassification & Other Records Service			0		0	0		0	0		0	0		0	0		0
25.2	Recruiting activities			0		0	0		0	0		0	0		0	0		0
25.2	Penalty Interest Payments			0		0	0		0	0		0	0		0	0		0
25.2	Other Miscellaneous Services			0		0	0		0	0		0	0		0	0		0
25.2	Staff training contracts			0		0	0		0	0		0	0		0	0		0
25.2	ADP related contracts			0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.2			5	0	5	3	0	3	3	0	3	5	0	5	5	0	5
25.3	Purchase of goods and services from Government ac	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.3	ICASS			90		90	95		95	97		97	100		100	102		102
25.3	All Other Services from Other Gov't. accounts			0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.3			90	0	90	95	0	95	97	0	97	100	0	100	102	0	102
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.4	Office building Maintenance			1.5		1.5	1.5		1.5	1.5		1.5	2		2	2		2
25.4	Residential Building Maintenance			1		1	1.5		1.5	1.5		1.5	2		2	2		2
	Subtotal OC 25.4			2.5	0	2.5	3	0	3	3	0	3	4	0	4	4	0	4

Operating Expenses

TABLE 3

Org. Title: USAID/Mexico Representation Office Org. No: 25523 OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	5		5	5		5	5		5	5		5	5		5
25.7	Storage Services	0		0	0		0	0		0	0		0	0		0
25.7	Office Furniture/Equip. Repair and Maintenance	2		2	3		3	3		3	3		3	3		3
25.7	Vehicle Repair and Maintenance	2		2	2		2	2		2	2		2	2		2
25.7	Residential Furniture/Equip. Repair and Maintenance	2.7		2.7	2		2	2		2	2		2	2		2
	Subtotal OC 25.7	11.7	0	11.7	12	0	12	12	0	12	12	0	12	12	0	12
25.8	Subsistence and support of persons (by contract or grant)	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Supplies and materials	5		5	3		3	3		3	4		4	4		4
	Subtotal OC 26.0	5	0	5	3	0	3	3	0	3	4	0	4	4	0	4
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.	2		2	3		3	3		3	4		4	4		4
31	Purchase of Office Furniture/Equip.	0		0	0		0	0		0	8		8	8		8
31	Purchase of Vehicles	0		0	0		0	0		0	0		0	0		0
31	Purchase of Printing/Graphics Equipment	0		0	0		0	0		0	0		0	0		0
31	ADP Hardware purchases	4.6		4.6	9		9	9		9	1		1	1		1
	Subtotal OC 31.0	6.6	0	6.6	12	0	12	12	0	12	13	0	13	13	0	13
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of buildings)	0		0	0		0	0		0	0		0	0		0
32	Purchase of fixed equipment for buildings	0		0	0		0	0		0	0		0	0		0
32	Building Renovations/Alterations - Office	0		0	0		0	0		0	0		0	0		0
32	Building Renovations/Alterations - Residential	1.2		1.2	1		1	1		1	1		1	1		1
	Subtotal OC 32.0	1.2	0	1.2	1	0	1	1	0	1	1	0	1	1	0	1
42	Claims and indemnities	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		546	0	546	505	0	505	569	0	569	570	0	570	603	0	603
Dollars Used for Local Currency Purchases		300			290			320			305			345		
Exchange Rate Used in Computations		8.5			9.5			9.5			10.5			10.5		

US AID/Mexico Representation Office FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5						1	0.5					0.5	1	2
Other U.S. Citizens: 1/ OE Internationally Recruited								0							0	0
OE Locally Recruited Program	1	1			3	1		6				1			1	1
FSN/TCN Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited		1.5				0.5		2	0.5	0.5	0.5			0.5	2	4
FSN/TCN Non-Direct Hire: OE Internationally Recruited								0							0	0
OE Locally Recruited Program	0.5	1.5			0.5	0.5		3	1	1.5				1.5	4	4
															0	3
Total Staff Levels	2	4.5	0	0	3.5	2	0	12	2	2	0.5	1	0	2.5	8	20
TAACS								0							0	0
Fellows		1						1							0	1

1/ Excluding TAACS and Fellows

Org. US AID/Mexico Representation Office FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5						1	0.5					0.5	1	2
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	0.5	0.5	3	1				0 0 5				1			0 1 0	0 1 5
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited	1.5	0.5						0 2	0.5	0.5	0.5			0.5	0 2	0 4
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program	1	1	0.5	0.5				0 0 3	1.5	1.5				1	0 4 0	0 4 3
Total Staff Levels	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
TAACS Fellows	0.5	0.5						0 1							0 0	0 1

1/ Excluding TAACS and Fellows

Org. US AID/Mexico Representation Office FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5						1	0.5					0.5	1	2
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	0.5	0.5	3	1				0 0 5				1			0 1 0	0 1 5
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited	1.5	0.5						0 2	0.5	0.5	0.5			0.5	0 2	0 4
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program	1	1	0.5	0.5				0 0 3	1.5	1.5				1	0 4 0	0 4 3
Total Staff Levels	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
TAACS Fellows	0.5	0.5						0 1							0 0	0 1

1/ Excluding TAACS and Fellows

Org. US AID/Mexico Representation Office FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5						1	0.5					0.5	1	2
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	0.5	0.5	3	1				0 0 5				1			0 1 0	0 1 5
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited	1.5	0.5						0 2	0.5	0.5	0.5			0.5	0 2	0 4
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program	1	1	0.5	0.5				0 0 3	1.5	1.5				1	0 4 0	0 4 3
Total Staff Levels	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
TAACS Fellows	0.5	0.5						0 1							0 0	0 1

1/ Excluding TAACS and Fellows

Org. US AID/Mexico Representation Office FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5						1	0.5					0.5	1	2
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	0.5	0.5	3	1				0 0 5				1			0 1 0	0 1 5
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited	1.5	0.5						0 2	0.5	0.5	0.5			0.5	0 2	0 4
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program	1	1	0.5	0.5				0 0 3	1.5	1.5				1	0 4 0	0 4 3
Total Staff Levels	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
TAACS Fellows	0.5	0.5						0 1							0 0	0 1

1/ Excluding TAACS and Fellows

Org. US AID/Mexico Representation Office FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5						1	0.5					0.5	1	2
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	0.5	0.5	3	1				0 0 5				1			0 1 0	0 1 5
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited	1.5	0.5						0 2	0.5	0.5	0.5			0.5	0 2	0 4
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program	1	1	0.5	0.5				0 0 3	1.5	1.5				1	0 4 0	0 4 3
Total Staff Levels	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
TAACS Fellows	0.5	0.5						0 1							0 0	0 1

1/ Excluding TAACS and Fellows

Org. US AID/Mexico Representation Office FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	0.5	0.5						1	0.5					0.5	1	2
Other U.S. Citizens: 1/ OE Internationally Recruited OE Locally Recruited Program	0.5	0.5	3	1				0 0 5				1			0 1 0	0 1 5
FSN/TCN Direct Hire: OE Internationally Recruited OE Locally Recruited	1.5	0.5						0 2	0.5	0.5	0.5			0.5	0 2	0 4
FSN/TCN Non-Direct Hire: OE Internationally Recruited OE Locally Recruited Program	1	1	0.5	0.5				0 0 3	1.5	1.5				1	0 4 0	0 4 3
Total Staff Levels	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
TAACS Fellows	0.5	0.5						0 1							0 0	0 1

1/ Excluding TAACS and Fellows

Org. US AID/Mexico Representation Office Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																
U.S. Direct Hire	0.5	0.5	0	0	0	0	0	1	0.5	0	0	0	0	0.5	1	2
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	1.5	0	0	0	0.5	0	2	1.5	2	0.5	1	0	2	7	9
Total OE Funded Staff	0.5	2	0	0	0	0.5	0	3	2	2	0.5	1	0	2.5	8	11
Program Funded	1.5	2.5	0	0	3.5	1.5	0	9	0	0	0	0	0	0	0	9
Total FY 1998	2	4.5	0	0	3.5	2	0	12	2	2	0.5	1	0	2.5	8	20
FY 1999 Target:																
U.S. Direct Hire	0.5	0.5	0	0	0	0	0	1	0.5	0	0	0	0	0.5	1	2
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1.5	0.5	0	0	0	0	0	2	2	2	0.5	1	0	1.5	7	9
Total OE Funded Staff	2	1	0	0	0	0	0	3	2.5	2	0.5	1	0	2	8	11
Program Funded	1.5	1.5	3.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8
Total FY 1999 Target	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
FY 1999 Request:																
U.S. Direct Hire	0.5	0.5	0	0	0	0	0	1	0.5	0	0	0	0	0.5	1	2
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1.5	0.5	0	0	0	0	0	2	2	2	0.5	1	0	1.5	7	9
Total OE Funded Staff	2	1	0	0	0	0	0	3	2.5	2	0.5	1	0	2	8	11
Program Funded	1.5	1.5	3.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8
Total FY 1999 Request	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
FY 2000 Target:																
U.S. Direct Hire	0.5	0.5	0	0	0	0	0	1	0.5	0	0	0	0	0.5	1	2
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1.5	0.5	0	0	0	0	0	2	2	2	0.5	1	0	1.5	7	9
Total OE Funded Staff	2	1	0	0	0	0	0	3	2.5	2	0.5	1	0	2	8	11
Program Funded	1.5	1.5	3.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8
Total FY 2000 Target	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
FY 2000 Request:																
U.S. Direct Hire	0.5	0.5	0	0	0	0	0	1	0.5	0	0	0	0	0.5	1	2
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1.5	0.5	0	0	0	0	0	2	2	2	0.5	1	0	1.5	7	9
Total OE Funded Staff	2	1	0	0	0	0	0	3	2.5	2	0.5	1	0	2	8	11
Program Funded	1.5	1.5	3.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8
Total FY 2000 Request	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19
FY 2001 Estimate:																
U.S. Direct Hire	0.5	0.5	0	0	0	0	0	1	0.5	0	0	0	0	0.5	1	2
OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	1.5	0.5	0	0	0	0	0	2	2	2	0.5	1	0	1.5	7	9
Total OE Funded Staff	2	1	0	0	0	0	0	3	2.5	2	0.5	1	0	2	8	11
Program Funded	1.5	1.5	3.5	1.5	0	0	0	8	0	0	0	0	0	0	0	8
Total FY 2001 Estimate	3.5	2.5	3.5	1.5	0	0	0	11	2.5	2	0.5	1	0	2	8	19

MISSION :

USAID/MEXICO

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	1	1	1	1
02 Program Off.				
03 EXO				
04 Controller				
05/06/07 Secretary				
10 Agriculture.				
11Economics				
12 GDO				
12 Democracy				
14 Rural Dev.				
15 Food for Peace				
21 Private Ent.				
25 Engineering				
40 Environ				
50 Health/Pop.				
60 Education				
75 Physical Sci.				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO	1	1	1	1
95 IDI				
Other*				
TOTAL	2	2	2	2

*please list occupations covered by other if there are any

TRUST FUNDS & FSN SEPARATION FUND

TABLE 5

Orgno.: 25523

Org. Title: USAID/Mexico Representation Office

Foreign National Voluntary Separation Account

Action	FY 98			FY 99			FY 00		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	8.0	3.0	11.0	8.0	4.0	12.0	12.0	5.0	17.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Unfunded Liability (if any)
at the end of each FY.

Local Currency Trust Funds - Regular (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate(s) Used

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Local Currency Trust Funds - Real Property (\$000s)

	FY 98	FY 99	FY 00
Balance Start of Year		0.0	0.0
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents